

s.19(1)

Transformation Committee

Agenda

October 19, 2018
 1:00 p.m. – 3:00 p.m.
 Grosse-île Boardroom

Time*	Item	Purpose	Presenters	Previous Appearances	Supporting Documents - Hyperlinks
1:00 – 1:45	DMs' Opening Remarks	-	Marta Morgan Lori MacDonald	-	RoD – 2018-09-13
Presentations/Issue Briefs <i>*The times outlined below are provided as a guide, they may be subject to change.</i>					
1:45 – 2:55	1. Workshop #1: Design the aspirational future state	Information	Zaina Sovani McKinsey Group	-	
DM's Remarks					
2:55 – 3:00	DMs' Closing Remarks	-	Marta Morgan Lori MacDonald	-	-

Committee Members	Replacements	Non-Member Presenters and Observers
Marta Morgan Lori MacDonald Paul MacKinnon Dr. Harpreet Kochhar Daniel Mills (absent) David Manicom Zaina Sovani Dawn Edlund David Hickey Ex-Officio: Raymond Kunze Simon Cardinal Tina Matos	Benoit St. Jean	Presenters from McKinsey Group: Observers: Ralph Bishop Brent McRoberts Committee Advisor: Corporate Governance Division



Transformation Committee

Agenda

September 13, 2018
 2:30 p.m. – 4:00 p.m.
 Grosse-île Boardroom

Time*	Item	Purpose	Presenters	Previous Appearances	Supporting Documents - Hyperlinks
2:30 – 2:45	DMs' Opening Remarks	-	Marta Morgan Lori MacDonald	-	RoD – 2018-07-03
Presentations/Issue Briefs <i>*The times outlined below are provided as a guide, they may be subject to change.</i>					
2:45 – 2:50	1. Introductions & Setting the Context	Information	Zaina Sovani	-	Verbal Update
2:50 – 3:55	2. Service Transformation Strategy and Roadmap	Discussion	McKinsey Group	-	Deck
DM's Remarks					
3:55 – 4:00	DMs' Closing Remarks	-	Marta Morgan Lori MacDonald	-	-

Committee Members	Replacements	Non-Member Presenters and Observers
Marta Morgan Lori MacDonald Paul MacKinnon Dr. Harpreet Kochhar Daniel Mills David Manicom Zaina Sovani Dawn Edlund David Hickey Ex-Officio: Raymond Kunze Simon Cardinal Tina Matos		Presenters from McKinsey Group: Observers: Ralph Bishop Brent McRoberts Committee Advisor: Corporate Governance Division



Transformation Committee

Agenda

July 3, 2018
 1:00 p.m. to 2:45 p.m.
 Grosse-Île Boardroom

Time*	Item	Purpose	Presenters	Previous Appearances	Supporting Documents - Hyperlinks
1:00 – 1:15	DM's Opening Remarks	-	Marta Morgan	-	Terms of Reference
Presentations/Issue Briefs <i>*The times outlined below are provided as a guide, they may be subject to change.</i>					
1:15 – 2:25	1. The Role of the Transformation Committee	Direction	Zaina Sovani Roundtable	-	Deck
2:25 – 2:40	2. Service Transformation Approach	Direction	Zaina Sovani	-	Deck
DM's Remarks					
2:40 – 2:45	DM's Closing Remarks	-	Marta Morgan	-	-

Committee Members	Replacements	Non-Member Presenters and Observers
Marta Morgan Richard Wex Paul MacKinnon (absent) Dr. Harpreet Kochhar Daniel Mills David Manicom (absent) Zaina Sovani Dawn Edlund (absent) David Hickey (absent) Ex-Officio: Simon Cardinal Tina Matos (absent)	Mike MacDonald Tim Foran Bruce Scoffield Jack Branswell	Committee Advisor: Corporate Governance Division

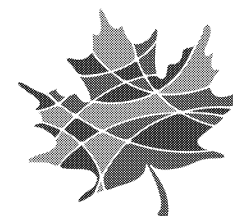


Transformation Committee

AGENDA

Comité de transformation

ORDRE DU JOUR



August 21, 2020
 1:00 p.m. – 3:00 p.m.

Skype for Business (Instructions on p. 3)

Time	Items	Purpose	Presenters	Appearances	Documents
1:00 (20 min)	Opening Remarks	-	C. Tapley	-	<ul style="list-style-type: none"> ROD 2020-06-09
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion)</i>					
1:20 (20 min)	1. Transformation Governance Changes	Approval	S. Cardinal	TSC – Aug. 17	<ul style="list-style-type: none"> 1.1 DTPB TOR 1.2 IRCC Digital Transformation Governance
1:40 (40 min)	2. Digital Journey Labs: Building a Recommendation for Upcoming Labs	Discussion	R. Bishop C. Iatauro	TSC – Aug. 17	<ul style="list-style-type: none"> Deck
2:20 (30 min)	3. Updates: Citizenship Journey Lab, TRV Journey Lab, and Lean	Discussion	R. Bishop C. Iatauro	TSC – Aug. 17	<ul style="list-style-type: none"> Roadmap ZBD MVP TRV MVP Update 3.5 ILT Phase 2
2:50 (10 min)	Closing Remarks	-	C. Tapley	-	-
Standing Item					
Integrated Forward Agenda					



Committee Members	Replacements	Guests
<p> Catrina Tapley Caroline Xavier (absent) Zaina Sovani Daniel Mills (absent) Marian Campbell Jarvis (absent) Hughes St-Pierre Holly Flowers Code Fraser Valentine Nicole Giles Natasha Kim </p> <p>Ex-officio</p> <p> Philip Somogyvari Caroline Fobes (absent) David Hickey (absent) Martin Rubenstein Ralph Bishop Omar Subhani (absent) Michele Kingsley (absent) Samantha McDonald Simon Cardinal Virginie Mongeon </p>		<p>2.0 Digital Journey Labs</p> <p>Connie latauro</p> <p>3.0 Updates: Citizenship Journey Lab, TRV Journey Lab, and Lean</p> <p>Connie latauro</p> <p>McKinsey</p> <p>Corporate Governance</p> <p> Sarah Michaud Immaculate Kimani (Record of Decision) </p>

s.16(2)
s.19(1)

Plan A: Skype Videoconference	IT Ops Contacts	Plan B: Teleconference						
<div><div>Join Skype Meeting</div><div><div><div>1. Click the above button.</div><div>2. Select "Join with Skype for Business (desktop)"</div><div>3. When prompted to Join Meeting Audio, select "Use Skype for Business" and click "OK".</div></div><div><div>Join Meeting Audio</div><div><div><div>Use Skype for Business (full audio and video experience)</div><div>Call me at:</div><div>Don't join audio</div><div>Don't show this again</div></div><div>FYI: Find these settings in Options under Skype Meetings.</div><div><div>OK</div><div>Cancel</div></div></div></div><div><div>4. Use the icons at the bottom of the screen to activate and deactivate your video and to mute and unmute your audio.</div><div><div><div></div><div></div></div></div><div><div>5. Use the top left icon to see the list of participants on the meeting.</div><div><div></div></div></div></div></div></div>	<div>(In case of technical issues)</div> <div><div>Alexandre.Poulin@cic.gc.ca –</div><div>Maxime.Seguin@cic.gc.ca –</div><div>Adam.Watt@cic.gc.ca ·</div><div>Jimmy.Wong@cic.gc.ca</div></div>	<div>Only to be used if prompted by moderator.</div> <table><tr><td>Toll-free dial-in</td><td>1 877-413-4782</td></tr><tr><td>Local dial-in</td><td>613-960-7511</td></tr><tr><td>Conference ID</td><td></td></tr></table>	Toll-free dial-in	1 877-413-4782	Local dial-in	613-960-7511	Conference ID	
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Conference ID								

Transformation Committee

AGENDA

Comité de transformation

ORDRE DU JOUR



February 7, 2020
 1:30 p.m. – 3:00 p.m.
 Grosse-Île Boardroom

Time	Items	Implications	Purpose	Presenters	Appearances	Links
2:00 (5 min)	Opening Remarks	-	-	C. Tapley	-	-
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>						
2:05 (35min)	1. Part I: Transformation Outcomes & Retrospective	T.O	Discussion	Z. Sovani H. Kochhar	-	▪ Deck
2:40 (10min)	Break					
2:50 (35min)	2. Part II: Our Roadmap: Next Lean & Journey Selection	T.O	Approval	Z. Sovani H. Kochhar	-	▪ Deck
3:25 (5min)	Closing Remarks	-	-	C. Tapley	-	-



Committee Members	Replacements	Non-Member Presenters and Observers
<p> Catrina Tapley Daniel Mills (absent) Dr. Harpreet Kochhar Fraser Valentine (absent) Marian Campbell Jarvis Zaina Sovani Mike MacDonald Natasha Kim </p> <p> Ex-officio Philip Somogyvari Caroline Fobes David Hickey (absent) Louis Dumas Martin Rubenstein Omar Subhani Pemi Gill Samantha McDonald Simon Cardinal </p>		<p> Guests Bob Lanouette Jon Greer Julie Chassé Ralph Bishop </p> <p> McKinsey Erez Eizenman (Part II) </p> <p> Permanent Observers Sarah Michaud Meghan Ghadaksaz (Record of Decision) </p>



Transformation Committee

AGENDA

Comité de transformation

ORDRE DU JOUR

April 17, 2020

1:00 p.m. – 3:00 p.m.

Skype for Business (Instructions on p. 3)

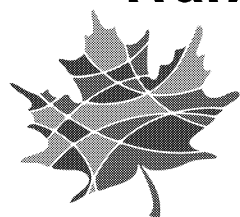
Time	Items	Implications	Purpose	Presenters	Appearances	Documents
1:00 (10 min)	Opening Remarks	-	-	C. Tapley C. Xavier	-	▪ ROD 2020-02-07
Debrief <i>(Please provide key highlights only)</i>						
1:10 (5 min)	Operational Governance Reporting	-	Information	Chair(s)	-	▪ Report
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion)</i>						
1:15 (50 min)	1. Next Lean Wave	T.O	Approval	Z. Sovani R. Bishop	TSC – Apr 7	▪ Deck
2:05 (50 min)	2. Digital Journey Labs	T.O	Approval	Z. Sovani R. Bishop	TSC – Apr 7	▪ Deck
2:55 (10 min)	Closing Remarks	-	-	C. Tapley C. Xavier	-	-
Standing Item						
Integrated Forward Agenda						



s.19(1)

Committee Members	Replacements	Guests
Catrina Tapley Caroline Xavier Daniel Mills Fraser Valentine (absent) Marian Campbell Jarvis Mike MacDonald Zaina Sovani Louis Dumas Natasha Kim Ex-officio Philip Somogyvari Caroline Fobes David Hickey (absent) Martin Rubenstein Omar Subhani Pemi Gill Ralph Bishop Samantha McDonald Simon Cardinal	Diane Laursen	Connie Iatauro (Observer) McKinsey Permanent Observers Leina Keighan Meghan Ghadaksaz (Record of Decision)

Plan A: Skype Videoconference	IT Ops Contacts	Plan B: Teleconference
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Transformation Committee

AGENDA

Comité de transformation

ORDRE DU JOUR

June 9, 2020

9:30 a.m. – 12:00 p.m.

Skype for Business (Instructions on p. 3)

Time	Items	Purpose	Presenters	Appearances	Documents
9:30 (15 min)	Opening Remarks	-	C. Tapley C. Xavier	-	▪ ROD 2020-04-17
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
9:45 (20 min)	1. Delhi Lean Wave Close-Out	Decision	R. Bishop	TSC – June 2	▪ Deck
10:05 (20 min)	2. Lean Wave Plan for Citizenship	Decision	R. Bishop	TSC – June 2	▪ Deck
10:25 (20 min)	3. Digital Journey Labs Update	Information	R. Bishop	TSC – June 2	▪ Deck
10:45 (20 min)	4. Communications	Discussion	D. Hickey	TSC – June 2	▪ Deck
11:05 (20 min)	5. CTO Dashboard	Discussion	R. Bishop	TSC – June 2	▪ Online Dashboard
11:25 (20 min)	6. Digital Incubator Dashboard	Discussion	O. Subhani	TSC – June 2	▪ Dashboard
11:45 (10 min)	7. Terms of Reference for the Audit of Transformation	Discussion	M. Rubenstein	-	▪ ToR
11:55 (5 min)	Closing Remarks	-	C. Tapley C. Xavier	-	-



Committee Members	Replacements	Non-Member Presenters and Observers
Catrina Tapley Caroline Xavier Zaina Sovani Daniel Mills Fraser Valentine Marian Campbell Jarvis (absent) Hughes St-Pierre Louis Dumas Natasha Kim Ex-officio Philip Somogyvari Caroline Fobes David Hickey (late) Martin Rubenstein Ralph Bishop Omar Subhani Michèle Kingsly Samantha McDonald Simon Cardinal	Jon Greer	Connie Iatauro (Observer) 1.0 Delhi Lean Wave Pemi Gill McKinsey Corporate Governance Sarah Michaud Meghan Ghadaksaz (Record of Decision)

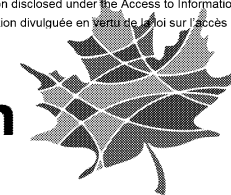
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Transformation Committee

AGENDA

Comité de transformation

ORDRE DU JOUR




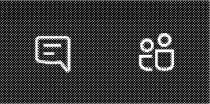
December 3, 2020
 1:45 p.m. – 3:45 p.m.
MS Teams (Instructions on p. 6)

Time	Items	Purpose	Presenters	Appearances	Documents
1:45 (10 min)	Opening Remarks	-	C. Tapley C. Xavier	-	▪ ROD 2020-08-21
1:55 (10 min)	Operational Committee Feeder Reporting	Information	Z. Sovani	-	▪ Document
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
2:05 (20 min)	1. Launching Digital Labs to Support Priorities	Decision	Z. Sovani, R. Bishop & C. Iatauro	DTPB – Nov. 23	▪ Deck
2:25 (20 min)	2. Digital Lab Process Update	Update	Z. Sovani, R. Bishop & C. Iatauro	DTPB – Nov. 23	▪ Deck
2:45 (20 min)	3. Digital Talent Engine Update	Information	Z. Sovani, R. Bishop & C. Iatauro	DTPB – Nov. 23	▪ Deck
3:05 (30 min)	4. Digital Platform Modernization: Phase 1 and 2	Information	Z. Sovani & O. Subhani	DTPB – Nov. 23	▪ Deck
3:35 (5 min)	Round Table	-	All	-	-
3:40 (5 min)	Closing Remarks	-	C. Tapley C. Xavier	-	-
Standing Item					
Integrated Forward Agenda					
Annexes					
-	Citizenship Journey Lab Update	Information	-	DTPB – Nov. 23	▪ Deck
-	TRV-Client Journey Lab Update	Information	-	DTPB – Nov. 23	▪ Deck



-	TRV-Client Journey Lab Update- Chinook	Information	-	DTPB – Nov. 23	▪ Deck
-	TR eApps Update	Information	-	DTPB – Nov. 23	▪ Deck

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Plan A: MS Teams	Plan B: Teleconference						
<div> <div>Join Meeting</div> <ol style="list-style-type: none"> Click the above button. Select "Join Now" <div>Join now</div> Use the icons at the bottom-center of the screen to activate and deactivate your video and to mute and unmute your audio. <div>  </div> Use the icons to see the group conversation and list of participants on the meeting. <div>  </div> </div>	<p>Only to be used if prompted by moderator.</p> <table> <tr> <td>Toll-free dial-in</td><td>1 877-413-4782</td></tr> <tr> <td>Local dial-in</td><td>613-960-7511</td></tr> <tr> <td>Conference ID</td><td></td></tr> </table> <div>IT Ops Contacts</div> <p>(In case of technical issues)</p> <p>Alexandre.Poulin@cic.gc.ca –</p> <p>Maxime.Seguin@cic.gc.ca</p> <p>Jimmy.Wong@cic.gc.ca</p>	Toll-free dial-in	1 877-413-4782	Local dial-in	613-960-7511	Conference ID	
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Local dial-in	613-960-7511						
Conference ID							

Transformation Workshop

Atelier de Transformation

Extended DMC

CGM Prolongée

February 5, 2020
Mosaic Boardroom



SURNAME	FIRST NAME	BRANCH	REPLACEMENT	INITIALS
Tapley	Catrina	Deputy Minister		
Campbell-Jarvis	Marian	ADM, Strategic and Program Policy	Arriving Around 11:00	
Kochhar	Dr. Harpreet	ADM, Operations		
Mills	Daniel	ADM, Corporate Management & CFO	Julie Chasse	
Sovani	Zaina	ADM, Transformation and Digital Solutions & CIO		
Valentine	Fraser	ADM, Settlement and Integration	Corinne Prince	
Kim	Natasha	AADM, Strategic and Program Policy		
MacDonald	Mike	AADM, Operations		
Somogyvari	Philip	Chief of Staff		
Attfield	Alec	DG, Citizenship		
Baril	Andre	DG, Immigration Program Guidance	Malcom Eales	
Bishop	Ralph	DG, Projects		
Bos	Mieke	DG, Research & Evaluation		
Brousseau	Melanie	DG, Conflict Resolution		
Cardinal	Simon	DG, Corporate Secretariat		
Chassé	Julie	DG, Financial Strategy and DCFO		
Corbin	Claude	DG, Financial Partnerships		
de Vlieger	Matt	DG, Immigration		
Desruisseaux	Alain	DG, Integrity Risk Management		
Di Paolo	Laura	DG, Settlement Network		
Dorion	Marie-Josée	a/DG, Passport Modernization Project Office		
Dumas	Louis	DG, Transformation		
Flowers Code	Holly	DG, Chief Human Resources Officer		
Fobes	Caroline	Executive Director & Senior General Counsel	Mory Afshar	
Gill	Pemi	DG, International Network		
Gionet	Jean-Mark	Senior Director, International Network		
Giralt	Mark	DG, Domestic Network		
Haddock	Blair	DG, Operations Planning and Performance		
Hickey	David	DG, Communications	Jon Greer	
Hubers	Mary-Ann	DG, Case Management		
Imrie	Caitlin	DG, Migration Health	Monique St-Laurent	
Kinglsey	Michèle	DG, Citizenship and Passport Program Guidance		
Kiziltan	Ümit	DG, Chief Data Officer		
Lanouette	Bob	DG, Administration, Security & Accommodation		
Linder	Glen	DG, International & Intergovernmental Relations		
Lorello	Rina	DG, IT Operations		
MacDougall	Alanna	DG, Client Experience		
Matos	Tina	DG, Admissibility		ABSENT
McDonald	Samantha	DG, Strategic Policy and Planning		
Primeau	Heather	DG, Centralized Network		
Prince	Corinne	DG, Settlement and Integration Policy		
Proulx	Nathalie	DG, Financial Operations		
Rubenstein	Martin	DG, Internal Audit & Accountability		
Scott	Catherine	DG, Refugee Affairs		
Subhani	Omar	DG, Digital Strategy		
White	Audrey	a/DG, ATIP & Accountability	Marie-Josée Trudel	
Wilson-Demuth	Brinda	DG, Culture and Change		



Transformation Committee

AGENDA

Comité de transformation

ORDRE DU JOUR

January 29, 2021


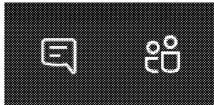
1:30 p.m. – 3:30 p.m.

MS Teams (Instructions on p. 3)

Time	Items	Purpose	Presenters	Appearances	Documents
1:30 (10 min)	Opening Remarks	-	C. Tapley C. Xavier	-	▪ ROD 2020-12-03
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
1:40 (30 min)	1. Digital Platform Modernization (DPM) Budget Allocation	Approval	Z. Sovani O. Subhani J. Chassé	DTPB – Jan 22	▪ Deck
2:10 (10 min)	2. Transformation Branch Business Plan 2021-22	Approval	Z. Sovani H. St-Pierre	-	▪ Deck
2:20 (20 min)	3. Digital Talent Engine Action Plan	Discussion	Z. Sovani R. Bishop C. Iatauro	DTPB – Jan 22	▪ Deck
2:40 (40 min)	4. Digital Journey Labs / Digital Factory: Progress update ▶ 4.2 TR to PR Pathway	Discussion	Z. Sovani R. Bishop C. Iatauro J. McNamee	DTPB – Jan 22	▪ Deck ▪ Deck
3:20 (10 min)	Closing Remarks/Roundtable	-	C. Tapley C. Xavier	-	-
Standing Item					
Integrated Forward Agenda					



Age Group	Percentage
18-24	28%
25-34	22%
35-44	18%
45-54	15%
55-64	12%
65-74	8%
75-84	5%
85+	2%

Plan A: MS Teams	Plan B: Teleconference				
<div> <div>Join Meeting</div> <ol style="list-style-type: none"> Click the above button. Select "Join Now" <div>Join now</div> <ol style="list-style-type: none"> Use the icons at the bottom-center of the screen to activate and deactivate your video and to mute and unmute your audio. <div>  </div> <ol style="list-style-type: none"> Use the icons to see the group conversation and list of participants on the meeting. <div>  </div> </div>	<p>Only to be used if prompted by moderator.</p> <table> <tr> <td>Dial-in</td><td>1-855-288-0982</td></tr> <tr> <td>Access code</td><td></td></tr> </table>	Dial-in	1-855-288-0982	Access code	
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	<p>IT Ops Contacts</p> <p>(In case of technical issues)</p> <p>Alexandre.Poulin@cic.gc.ca</p> <p>Maxime.Seguin@cic.gc.c</p> <p>Jimmy.Wong@cic.gc.ca</p>				



Transformation Committee



AGENDA

Comité de transformation

ORDRE DU JOUR

March 12, 2021
1:00 p.m. – 2:30 p.m.
MS Teams (Instructions on p. 3)

Time	Items	Purpose	Presenters	Appearances	Documents
1:30 (10 min)	Opening Remarks	-	C. Tapley C. Xavier	-	▪ ROD 2021-01-29
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
1:40 (25 min)	1. Digital Platform Modernization - Near-term Roadmap	Discussion	Z. Sovani O. Subhani	DTPB – Mar 4	▪ Deck
2:05 (25 min)	2. Digital Transformation and DPM Assurance Strategies	Discussion	M. Rubenstein	DTPB – Mar 4 DAC – Mar 30	▪ Deck
2:30 (25 min)	3. Digital Journey Labs Update	Discussion	Z. Sovani C. Iatauro	DTPB – Mar 4	▪ Deck
2:55 (5 min)	Closing Remarks	-	C. Tapley C. Xavier	-	-
Annexes					
-	Annex - DPM Status Update	Information	-	-	▪ Deck

Plan A: MS Teams	Plan B: Teleconference				
<div> <div>Join Meeting</div> <ol style="list-style-type: none"> Click the above button. Select "Join Now" <div>Join now</div> <ol style="list-style-type: none"> Use the icons at the bottom-center of the screen to activate and deactivate your video and to mute and unmute your audio. <div>  </div> <ol style="list-style-type: none"> Use the icons to see the group conversation and list of participants on the meeting. <div>  </div> </div>	<div>Only to be used if prompted by moderator.</div> <table> <tr> <td>Dial-in</td><td>1-855-288-0982</td></tr> <tr> <td>Access code</td><td></td></tr> </table> <div>IT Ops Contacts</div> <div>(In case of technical issues)</div> <div> Alexandre.Poulin@cic.gc.ca - Maxime.Seguin@cic.gc.ca - Jimmy.Wong@cic.gc.ca </div>	Dial-in	1-855-288-0982	Access code	
Dial-in	1-855-288-0982				
Access code					



Transformation Committee

AGENDA

Comité de transformation



ORDRE DU JOUR

May 3, 2021
10:00 a.m. – 12:00 p.m.
MS Teams (Instructions on p. 3)

Time	Items	Purpose	Presenters	Appearances	Documents
10:00 (10 min)	Opening Remarks	-	C. Tapley C. Xavier	-	▪ ROD 2021-03-12
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
10:10 (30 min)	1. Update on Transformation and DPM	Discussion	O. Subhani	MinDM – May 6	▪ Deck EN
10:40 (30 min)	2. IRCC Digital Strategy – Executive Narrative	Discussion	O. Subhani	DTPB – April 22	▪ Deck
11:10 (30 min)	3. Policy & Digital Transformation	Discussion	P. McEvenue	DTPB – April 22	▪ Deck
11:40 (10 min)	4.1 Digital Journey Labs Progress Update 4.2 Digital Journey Lab – PR Spouse and Common Law Partner Baseline	Information	C. Iatauro	DTPB – April 22	▪ Deck ▪ Deck
11:50 (10 min)	Closing Remarks	-	C. Tapley C. Xavier	-	-
Standing Item					
Integrated Forward Agenda					



Age Group	Percentage
18-24	10%
25-34	20%
35-44	30%
45-54	40%
55-64	50%
65-74	60%
75-84	70%
85+	80%

Plan A: MS Teams	Plan B: Teleconference				
<div data-bbox="214 327 802 413"> <p><u>Join Meeting</u></p> </div> <ol style="list-style-type: none"> Click the above button. Select "Join Now" <div data-bbox="264 518 539 626"> <p>Join now</p> </div> <ol style="list-style-type: none"> Use the icons at the bottom-center of the screen to activate and deactivate your video and to mute and unmute your audio. <div data-bbox="264 700 573 774">  </div> <ol style="list-style-type: none"> Use the icons to see the group conversation and list of participants on the meeting. <div data-bbox="264 811 476 915">  </div>	<p>Only to be used if prompted by moderator.</p> <table data-bbox="1304 388 1770 510"> <tr> <td>Dial-in</td><td>1-855-288-0982</td></tr> <tr> <td>Access code</td><td></td></tr> </table> <div data-bbox="1169 639 1902 708"> <p>IT Ops Contacts</p> </div> <p>(In case of technical issues)</p> <p>Alexandre.Poulin@cic.gc.ca -</p> <p>Maxime.Seguin@cic.gc.ca -</p> <p>Jimmy.Wong@cic.gc.ca</p>	Dial-in	1-855-288-0982	Access code	
Dial-in	1-855-288-0982				
Access code					



Transformation Committee

AGENDA

Comité de transformation



ORDRE DU JOUR

June 25, 2021
2:30 p.m. – 4:30 p.m.
MS Teams (Instructions on p. 3)

Time	Items	Purpose	Presenters	Appearances	Documents
2:30 (10 min)	Opening Remarks	-	C. Tapley C. Xavier	-	▪ ROD 2021-05-03
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
2:40 (30 min)		Discussion	O. Subhani A. Chalifoux	DTPB – June 18 DAC – June 28	▪ Deck
3:10 (30 min)	Possible Cabinet Confidence 2. Proposed IRCC Business Benefits Framework	Approval	R. Bishop C. Iatauro	-	▪ Deck
3:40 (30 min)	3.1 Digital Journey Labs Update 3.2 Digital Journey Labs Centre of Excellence 3.3 IRCC Digital Lab PR SCLP Business Case 3.4 IRCC Digital Lab Citizenship Journey	Discussion	C. Iatauro	DTPB – June 18	▪ 3.1 Deck ▪ 3.2 Deck ▪ 3.3 Deck ▪ 3.4 Deck
4:10 (10 min)	4. Round Table	Information	Members	-	▪ Verbal Update
4:25 (5 min)	Closing Remarks	-	C. Tapley C. Xavier	-	-
Standing Item					
Integrated Forward Agenda					



Committee Members	Replacements	Guests
Catrina Tapley Caroline Xavier Zaina Sovani / Rina Lorello Daniel Mills Hughes St-Pierre Fraser Valentine (Absent) Holly Flowers Code Marian Campbell Jarvis Dr. Nicole Giles Catherine Scott (Absent) Soyoung Park Murray Jones (Absent) Ralph Bishop Omar Subhani / Omar Najm	Caitlin Imrie	1.0 Digital Platform Modernization (DPM) Phase 3 – Treasury Board Submission Authorities Structure Annie Chalifoux (Presenter)
	Mieke Bos	2.0 Proposed IRCC Business Benefits Framework Julie Chassé (Observer)
	John Freamo	Permanent Observers Connie Iatauro Derek Kunsken Sarah Michaud Meghan Ghadaksaz (Record of Decision)
Ex-officio Philip Somogyvari Caroline Fobes Martin Rubenstein Maxine Ifill Samantha McDonald Virginie Mongeon Simon Cardinal		

Plan A: MS Teams	Plan B: Teleconference				
<div data-bbox="214 327 802 409"> <p><u>Join Meeting</u></p> </div> <ol style="list-style-type: none"> Click the above button. Select "Join Now" <div data-bbox="264 518 539 626"> <p>Join now</p> </div> <ol style="list-style-type: none"> Use the icons at the bottom-center of the screen to activate and deactivate your video and to mute and unmute your audio. <div data-bbox="264 700 575 774">  </div> <ol style="list-style-type: none"> Use the icons to see the group conversation and list of participants on the meeting. <div data-bbox="264 811 476 915">  </div>	<p>Only to be used if prompted by moderator.</p> <table border="1" data-bbox="1306 388 1770 510"> <tr> <td>Dial-in</td><td>1-855-288-0982</td></tr> <tr> <td>Access code</td><td></td></tr> </table> <div data-bbox="1171 640 1900 1042"> <p>IT Ops Contacts</p> <p>(In case of technical issues)</p> <p>Alexandre.Poulin@cic.gc.ca</p> <p>Maxime.Seguin@cic.gc.ca -</p> <p>Jimmy.Wong@cic.gc.ca</p> </div>	Dial-in	1-855-288-0982	Access code	
Dial-in	1-855-288-0982				
Access code					



Transformation Committee

AGENDA

Comité de transformation

ORDRE DU JOUR

September 24, 2021
 9:30 a.m. – 11:30 a.m.
 MS Teams

	Items	Purpose	Presenters	Appearances	Documents
9:30 (15 min)	Opening Remarks	-	C. Tapley C. Xavier	-	<ul style="list-style-type: none"> ROD 2021-06-25
DPM Phase III					
9:45 (25 min)	1. Transformation Assurance Strategy	Information	M. Rubenstein	DTPB – Sept 17	<ul style="list-style-type: none"> Deck
10:10 (20 min)	2. Vision for a Digital Managed Migration System - Update & Next Steps	Direction	S. McDonald P. McEvenue	DTPB – Sept 17	<ul style="list-style-type: none"> 2.1 ENG 2.2 FR
10:30 (10 min)	3. Governance Model Progress Update	Information	S. McDonald	-	<ul style="list-style-type: none"> Verbal Update
DPM Phase I & II					
10:40 (10 min)	4. GCMS Disaster Recovery Update	Information	R. Bishop	DTPB – Sept 17	<ul style="list-style-type: none"> Verbal Update
10:50 (20 min)	5. Gartner Perspective - IRCC Disaster Recovery Project	Information		DTPB – Sept 17	<ul style="list-style-type: none"> Deck
11:10 (15 min)	6. Digital Journey Labs Updates (Standing Item)	Information	R. Bishop C. Iaturo	DTPB – Sept 17	<ul style="list-style-type: none"> Deck
11:25 (5 min)	Closing Remarks	-	C. Tapley C. Xavier	-	-
Standing Item					
Integrated Forward Agenda					



Age Group	Percentage
18-24	10%
25-34	20%
35-44	30%
45-54	40%
55-64	50%
65-74	60%
75-84	70%
85+	80%

Transformation Committee

AGENDA

Comité de transformation

ORDRE DU JOUR



November 15, 2021
 10:30 a.m. – 12:30 p.m.
 MS Teams

Time	Items	Purpose	Presenters	Appearances	Documents
10:30 (20 min)	Opening Remarks	-	C. Tapley C. Xavier S. Jones	-	▪ RoD 2021-09-24
Debrief (Please provide key highlights only.)					
10:50 (10 min)	1. Committee Reporting	Information	C. Xavier	DMA-DTIAC – Nov. 10	▪ Report
Presentations (Please limit presentations to 10 minutes to provide members with time for discussion.)					
11:00 (20 min)	2. DM Core (Nov. 16) – prep. discussion ▪ DPM I & II – Recommendation of Milestone Funding Release ▪ DPM III – Endorsement of Milestone	Discussion / Endorsement	R. Lorello J. Choueiri	-	▪ Verbal Update
11:20 (40 min)	3. Digital Platform Modernization Phase 3 - Ready for a Digital IRCC	Discussion	J. Choueiri	-	▪ Deck
Standing Items					
12:00 (20 min)	4. Roundtable	Information	Members	-	▪ Verbal Update
12:20 (10 min)	Closing Remarks	-	C. Tapley C. Xavier S. Jones	-	-
Forward Agenda					
DM/DMA Touch Point – Monday, November 29 ○ Debriefs - external boards ○ DPM I, II & DR Dashboard ○ DPM III Dashboard ○ IT Dependencies of DPM I & II on III			TransCom Monday, December 13 ○ Agenda items still to be determined		



Committee Members	Replacements	Guests
Catrina Tapley Caroline Xavier Scott Jones Daniel Mills Marian Campbell Jarvis Hughes St-Pierre Fraser Valentine Holly Flowers Code Rina Lorello Soyoung Park Jason Choueiri Nicole Giles (Absent) Catherine Scott Murray Jones (Absent) Ralph Bishop Nancy Violette-Fehr Blair Haddock Ex-officio Ravi Sall Philip Somogyvari Caroline Fobes (Absent) Martin Rubenstein Marie-Flore Baptiste Maxine Ifill Virginie Mongeon Cal Piché Patrick McEvenue	Jon Greer	Permanent Observers Simon Ouellet Marjie Brown Sarah Michaud Meghan Ghadaksaz (Record of Decision)



Transformation Committee

AGENDA

Comité de transformation

ORDRE DU JOUR

December 13, 2021
10:00 a.m. – 11:30 a.m.
MS Teams

Time	Items	Purpose	Presenters	Appearances	Documents
10:00 (20 min)	Opening Remarks	-	C. Tapley C. Xavier S. Jones	-	▪ RoD 2021-11-15
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
10:20 (20 min)	1. Update on the Citizenship e-App Scaling	Discussion	R. Lorello C. Iatauro M. Ifill	DTPB – Dec 3	▪ Deck
Updates					
10:40 (5 min)	2. GCMS Release 26	Information	R. Lorello J.B Tessier	DTPB – Dec 3	▪ Verbal Update
10:45 (10 min)	3. DPM I & II Change Request (CR) Decisions	Information	R. Lorello N. Violette-Fehr	DTPB – Dec 3	▪ Placemat
10:55 (10 min)	4. GCMS Disaster Recovery	Information	R. Lorello N. Violette-Fehr	DTPB – Dec 3	▪ Placemat
11:05 (10 min)	5. DPM III – Request for Information (RFI) Summary	Discussion	J. Choueiri	DTPB – Dec 3	▪ Deck
11:15 (10 min)	6. Digital Journey Labs Updates	Information	R. Lorello C. Iatauro	DTPB – Dec 3	▪ 1-pager
11:25 (5 min)	Closing Remarks	-	C. Tapley C. Xavier S. Jones	-	-



Committee Members	Replacements	Guests
Catrina Tapley Caroline Xavier Scott Jones Daniel Mills Marian Campbell Jarvis Hughes St-Pierre Fraser Valentine Holly Flowers Code (Absent) Rina Lorello Soyoung Park Jason Choueiri Nicole Giles Catherine Scott Murray Jones (Absent) Ralph Bishop (Absent) Nancy Violette-Fehr Blair Haddock Patrick McEvenue Marie-Flore Baptiste Ex-officio Ravi Sall Philip Somogyvari Caroline Fobes René Côté Maxine Ifill Virginie Mongeon Cal Piché	Jon Greer	Alanna MacDougall, Director General, Program Design Authority, Modernization (Observer) 2.0 GCMS Release 26 Jean Bernard Tessier, Director General, IT Operations (Presenter) 5.0 DPM III – RFI Summary Claude Bazinet, a/Director, Digital Strategy (Observer) Permanent Observers Symone Shaw / Marjie Brown Sarah Michaud / Amy Gervasi Meghan Ghadaksaz (Record of Decision) Connie Iatauro



Transformation Committee

AGENDA

Comité de transformation

ORDRE DU JOUR

January 28, 2022
 1:00 p.m. – 3:00 p.m.
 MS Teams

Time	Items	Purpose	Presenters	Appearances	Documents
1:00 (20 min)	Opening Remarks	-	C. Tapley C. Xavier S. Jones	-	▪ RoD 2021-12-13
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
1:20 (30 min)	1. Modernization and Digital Improvements at IRCC	Direction	R. Lorello D. Mills J. Choueiri	MinDM – Feb 10	▪ Deck
1:50 (30 min)	2. Scaling the Digital Journey Labs	Approval	R. Lorello D. Mills R. Bishop P. Gill	-	▪ Deck
Standing Items					
2:20 (15 min)	3. Update on DPM II & GCMS DR	Information	R. Lorello L. McKeown	-	▪ DPM II Dashboard ▪ GCMD DR Dashboard
2:35 (15 min)	4. Update on DPM III	Information	J. Choueiri	-	▪ Verbal Update
2:50 (10 min)	Closing Remarks	-	C. Tapley C. Xavier S. Jones	-	-
Forward Agenda					
○ February 25, 2022					
<u>Presentations:</u>					
▪ PB & TransCom ToRs		<u>DPM II</u>		<u>DPM III</u>	
▪ DPM II/III Governance Model		▪ Update from Feb 22 GCMS DR Outage		▪ DPM III Update	
		▪ DPM II Update		▪ Work Plan	



[illegible]

DPM INTERNAL DG ADVISORY COMMITTEE

Feeder Committee – Agenda



Date March 2nd, 2022 | *Time* 10:30 a.m. - 12:00 p.m. | [MS Teams](#)

Meeting called by: Alanna MacDougall & Liz McKeown
Secretariat: Ana Julien & Sinisa Ostojic, Transformation Engagement & Sustainability
Standing Items:

Look ahead:

- **TransCom:** March 25, 2022 - All related queries should be directed to: IRCC.TransCom-ComTrans.IRCC@cic.gc.ca
- **Programme Board:** April 7, 2022 - All related queries should be directed to: IRCC.DTPB-CPTN.IRCC@cic.gc.ca

Decision/Discussion Items - Objets pour discussion/décision

Introduction to DPM Advisory Committee / TOR review

Objective: For endorsement

Liz McKeown/DSB.

[Link](#)

Introduction au comité consultatif MPN / Révision du mandat

Objectif: Pour approbation

Alanna MacDougall/MOD

20 mins

Programme Board Debrief

Objective: To provide an update

Alanna MacDougall/MOD

[Link](#)

Compte Rendu du comité de Programme

Objectif: Mise à jour

5 mins

Enterprise Architecture 101

Objective: To provide an update

Yanick Larouche/DSB

[Link](#)

Architecture d'entreprise 101

Objectif: Mise à jour

20 mins

R27 Update

Objective: To provide an update

Jean- Bernard Tessier/ITops

[Link](#)

Mise à jours du lancement 27

Objectif: Mise à jour

20 mins

8/16/2022 9:26:23 AM

Modernization sector Debrief

Objective: To provide an update

Blair Haddock/MOD

**Verbal Update
5 mins**

Compte rendu du secteur de modernisation

Objectif: Mise à jour

Secretarial Updates - Mise à jour secrétaires :

- **DJL Update/Metrics Report**

Connie Iatauro / TB

[Link](#)

Membership - Adhésion

Membres Permanents / Permanent Members

Replacements

<input type="checkbox"/> Alanna MacDougall (Chair)	Design Authority, Modernization
<input type="checkbox"/> Liz McKeown (Chair)	DG Digital Strategy Branch
<input type="checkbox"/> Alexandra Hiles	Domestic Network
<input type="checkbox"/> Nicole Girard	Citizenship Branch
<input type="checkbox"/> Sylvain Beauchamp	Client Experience Branch
<input type="checkbox"/> Murray Jones	Communications Branch
<input type="checkbox"/> Michelle Mann	General Counsel, DLSU
<input type="checkbox"/> Tara Davidson	Centralized Network
<input type="checkbox"/> Maxine Ifill	Citizenship Program and Passport Branch
<input type="checkbox"/> Philip Somogyvari	Strategic Policy & Planning Branch
<input type="checkbox"/> Martin Rubenstein	Integrity Risk Management
<input type="checkbox"/> Jean-Bernard Tessier	A/DG IT Operations Branch
<input type="checkbox"/> Pemi Gill	International Network Branch
<input type="checkbox"/> Michèle Kingsley	Immigration Branch

8/16/2022 9:26:23 AM

<input type="checkbox"/> Andre Baril	Immigration Program Guidance Branch
<input type="checkbox"/> Tina Matos	Admissibility Branch
<input type="checkbox"/> Julie Chasse	Financial Strategy Branch
<input type="checkbox"/> Umit Kiziltan	Chief Data Officer Branch
<input type="checkbox"/> Ralph Bishop	Transformation Branch
<input type="checkbox"/> Virginie Mongeon	Enterprise Change Management
<input type="checkbox"/> Marie-Flore Baptiste	Projects Branch
<input type="checkbox"/> Nicole Primeau	Internal Audit Branch
<input type="checkbox"/> Marie-Josée Dorion	A/DG Operations Planning and Performance Branch
<input type="checkbox"/> Kim Burnett	Citizenship Digital Modernization

Membres Ex Officio Members

<input type="checkbox"/> Thierry Cadieux	DG Corporate Secretariat
<input type="checkbox"/> Connie Iatauro, DJL	Director Transformation Branch
<input type="checkbox"/> Ana Julien, TES	A/ Director Transformation Branch
<input type="checkbox"/> Jason LaChapelle, TO	Director Transformation Branch
<input type="checkbox"/> Lisa Morrison	Director OPPB
<input type="checkbox"/> Elizabeth Snow	Senior Director International Network

Membres Invités / Invited Members

<input type="checkbox"/> Melanie Casey	Client Experience Branch
<input type="checkbox"/> Joseph Cleyn	Transformation Branch
<input type="checkbox"/> Melanie Roy-Postras	Client Experience Branch
<input type="checkbox"/> Stephanie Pelletier	Immigration Program Guidance
<input type="checkbox"/> Jon Greer	Communications
<input type="checkbox"/> David Currie	Refugee Affairs
<input type="checkbox"/> Andie Daponte	International Network
<input type="checkbox"/> Emmanuelle Deault-Bonin	Strategic Policy & Planning Branch

8/16/2022 9:26:23 AM

☐ Bobby Dagenais

Transformation Branch

☐ Franck Desormiere

Digital Strategies Branch

Meeting Minutes - Procès-verbale de réunion

Next Steps/Action Items – Prochaines étapes/Mesures à prendre

DPM INTERNAL DG ADVISORY COMMITTEE

Feeder Committee – Agenda



Date March 16, 2022 | *Time* 10:30 a.m. - 12:00 p.m. | [MS Teams](#)

Meeting called by: Alanna MacDougall & Liz McKeown
Secretariat: Ana Julien & Sinisa Ostojic, Transformation Engagement & Sustainability
Standing Items: Record of Decision from March 2nd, 2022 : [Link](#)

Look ahead:

- **TransCom:** March 25, 2022 - All related queries should be directed to: IRCC.TransCom-ComTrans.IRCC@ci.gc.ca
- **Programme Board:** April 7, 2022 - All related queries should be directed to: IRCC.PMB-CGP.IRCC@ci.gc.ca
- **DPM-IAC :** March 30, 2022 : All related queries should be directed to : IRCC.MODS-SMOD.IRCC@ci.gc.ca

Decision/Discussion Items - Objets pour discussion/décision

DPM Phase 3 – Definition Phase - Change Management Strategy

Objective: To provide an update

Phase de définition – MPN III - Stratégie de gestion du changement

Objectif: Mise à jour

Blair Haddock/MOD

Alanna MacDougall/MOD

[Link](#)
 Verbal Update
 10 mins

Next steps for DPM3 Workstream Boards

Objective: To provide an update

Prochaine étapes des comités liés à la MPN III

Objectif: Mise à jour

Alanna MacDougall/MOD

[Link](#)
 20 mins

2021-2022 – RPA Funding Proposal

Objective: To provide an update

Proposition de financement des APR – 2021-22

Objectif: Mise à jour

Allain Lauzon/DSB

[Link](#)
 20 mins

8/16/2022 9:26:30 AM

Modernization sector Debrief

Objective: To provide an update

Compte rendu du secteur de modernisation

Objectif: Mise à jour

Alanna MacDougall/MOD

Blair Haddock/MOD

**Verbal Update
10 mins**

Secretarial Updates - Mise à jour secrétaires

- DJL Update/Metrics Report**

Connie Iatauro / TB

[Link](#)

- Links/Meetings of interest :**

[GC Docs : ADM SEP](#)

[GC Connex](#)

[GC Connex](#)

Membership - Adhésion

Membres Permanents / Permanent Members

Replacements

<input type="checkbox"/> Alanna MacDougall (Chair)	Design Authority, Modernization
<input type="checkbox"/> Liz McKeown (Chair)	DG Digital Strategy Branch
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<input type="checkbox"/> Nicole Girard	Citizenship Branch
<input type="checkbox"/> Sylvain Beauchamp	Client Experience Branch
<input type="checkbox"/> Murray Jones	Communications Branch
<input type="checkbox"/> Michelle Mann	General Counsel, DLSU
<input type="checkbox"/> Tara Davidson	Centralized Network
<input type="checkbox"/> Maxine Ifill	Citizenship Program and Passport Branch
<input type="checkbox"/> Philip Somogyvari	Strategic Policy & Planning Branch
<input type="checkbox"/> Martin Rubenstein	Integrity Risk Management
<input type="checkbox"/> Jean-Bernard Tessier	A/DG IT Operations Branch
<input type="checkbox"/> Pemi Gill	International Network Branch

8/16/2022 9:26:30 AM

<input type="checkbox"/> Michèle Kingsley	Immigration Branch
<input type="checkbox"/> Andre Baril	Immigration Program Guidance Branch
<input type="checkbox"/> Tina Matos	Admissibility Branch
<input type="checkbox"/> Julie Chasse	Financial Strategy Branch
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<input type="checkbox"/> Nicole Primeau	Internal Audit Branch
<input type="checkbox"/> Marie-Josée Dorion	A/DG Operations Planning and Performance Branch
<input type="checkbox"/> Kim Burnett	Citizenship Digital Modernization

Membres Ex Officio Members

<input type="checkbox"/> Thierry Cadieux	DG Corporate Secretariat
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Membres Invités / Invited Members

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<input type="checkbox"/> Jon Greer	Communications
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<input type="checkbox"/> Andie Daponte	International Network

8/16/2022 9:26:30 AM

- | | | |
|--------------------------|-------------------------|------------------------------------|
| <input type="checkbox"/> | Emmanuelle Deault-Bonin | Strategic Policy & Planning Branch |
| <input type="checkbox"/> | Bobby Dagenais | Transformation Branch |
| <input type="checkbox"/> | Franck Desormiere | Digital Strategies Branch |

verbale de réunion

Meeting Minutes - Procès-

Next Steps/Action Items – Prochaines étapes/Mesures à prendre

DPM INTERNAL DG ADVISORY COMMITTEE

Feeder Committee – Agenda



Date March 30, 2022 | *Time* 10:30 a.m. - 12:00 p.m. | [MS Teams](#)

Meeting called by: Alanna MacDougall & Liz McKeown
Secretariat: Ana Julien & Sinisa Ostojic, Transformation Engagement & Sustainability
Standing Items: Record of Decision from March 16, 2022 : [Link](#)
WSB ROD's :

Look ahead:

- **Programme Board:** April 7, 2022 : All related queries should be directed to: IRCC.PMB-CGP.IRCC@cic.gc.ca
- **DPM-IAC :** April 13, 2022 : All related queries should be directed to : IRCC.MODS-SMOD.IRCC@cic.gc.ca

Decision/Discussion Items - Objets pour discussion/décision

Cloud Investment Strategy

Objective: To provide an update

Stratégie d'investissement dans le nuage

Objectif: Mise à jour

Yanick Larouche/DSB

[Link](#)
25 mins

Integrated Forward Agenda For DPM III

Objective: To provide an update

Ordre de jour a venir pour les comités liées à la MPN III

Objectif: Mise à jour

Alanna MacDougall/MOD

25 mins

Current State of Mapping

Objective: To provide an update

État actuel de la cartographie

Objectif: Mise à jour

Blair Haddock/DPM3-Ops

[Link](#)
25 mins

8/16/2022 9:26:37 AM

Workstram Boards Debrief

Objective: To provide an update

Compte rendu des conseils de flux de travail

Alanna MacDougall/MOD

10 mins

Objectif: Mise à jour

Secretarial Updates - Mise à jour secrétariales

- **DJL Update/Metrics Report**

Connie Iatauro / TB

[Link](#)

Membership - Adhésion

Membres Permanents / Permanent Members

Replacements

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<input type="checkbox"/> Philip Somogyvari	Strategic Policy & Planning Branch
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8/16/2022 9:26:37 AM

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<input type="checkbox"/> Ralph Bishop	Transformation Branch
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<input type="checkbox"/> Nicole Primeau	Internal Audit Branch
<input type="checkbox"/> Marie-Josée Dorion	A/DG Operations Planning and Performance Branch
<input type="checkbox"/> Kim Burnett	Citizenship Digital Modernization

Membres Ex Officio Members

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<input type="checkbox"/> Ana Julien, TES	A/ Director Transformation Branch
<input type="checkbox"/> Jason LaChapelle, TO	Director Transformation Branch
<input type="checkbox"/> Lisa Morrison	Director OPPB
<input type="checkbox"/> Elizabeth Snow	Senior Director International Network

Membres Invités / Invited Members

8/16/2022 9:26:37 AM

Meeting Minutes - Procès-verbale de réunion

Next Steps/Action Items – Prochaines étapes/Mesures à prendre

DPM INTERNAL DG ADVISORY COMMITTEE

Feeder Committee – Agenda



Date April 4, 2022 | *Time* 10:00 a.m. - 10:30 a.m.

Meeting called by: Alanna MacDougall & Liz McKeown
Secretariat: Ana Julien & Sinisa Ostojic, Transformation Engagement & Sustainability
Standing Items: Record of Decision from March 16, 2022 : [Link](#)

Look ahead:

- **Programme Board:** April 7, 2022 : All related queries should be directed to: IRCC.PMB-CGP.IRCC@cic.gc.ca
- **DPM-IAC :** April 13, 2022 : All related queries should be directed to : IRCC.MODS-SMOD.IRCC@cic.gc.ca

Decision/Discussion Items - Objets pour discussion/décision

Programme Board Pre-brief

Progress Update on DPM II

Mise à jour des progrès de la MPN II

Liz McKeown

[Link](#)

5 mins

GCMS DR Failover Test Plan with Stakeholder Impacts

Plan de basculement de la reprise après sinistre SMGC

Liz McKeown

[Link](#)

5 mins

DPM III : Sourcing Strategy

MPN III : Stratégie d'approvisionnement

Claude Bazinet

5 mins

DPM III Blueprint Update

Mise à jours du plan de la MPN III

Alanna MacDougall

[Link](#)

5 mins

8/16/2022 9:26:43 AM

DPM III Update Industry Engagement

Engagement de l'industrie pour la MPN III

Alanna MacDougall

[Link](#)

5 mins

Membership - Adhésion

Membres Permanents / Permanent Members

Replacements

<input type="checkbox"/> Alanna MacDougall (Chair)	Design Authority, Modernization
<input type="checkbox"/> Liz McKeown (Chair)	DG Digital Strategy Branch
<input type="checkbox"/> Alexandra Hiles	Domestic Network
<input type="checkbox"/> Nicole Girard	Citizenship Branch
<input type="checkbox"/> Sylvain Beauchamp	Client Experience Branch
<input type="checkbox"/> Murray Jones	Communications Branch
<input type="checkbox"/> Michelle Mann	General Counsel, DLSU
<input type="checkbox"/> Tara Lang	Centralized Network
<input type="checkbox"/> Maxine Ifill	Citizenship Program and Passport Branch
<input type="checkbox"/> Philip Somogyvari	Strategic Policy & Planning Branch
<input type="checkbox"/> Martin Rubenstein	Integrity Risk Management
<input type="checkbox"/> Jean-Bernard Tessier	A/DG IT Operations Branch
<input type="checkbox"/> Pemi Gill	International Network Branch
<input type="checkbox"/> Michèle Kingsley	Immigration Branch
<input type="checkbox"/> Andre Baril	Immigration Program Guidance Branch
<input type="checkbox"/> Tina Matos	Admissibility Branch
<input type="checkbox"/> Julie Chasse	Financial Strategy Branch
<input type="checkbox"/> Umit Kiziltan	Chief Data Officer Branch
<input type="checkbox"/> Ralph Bishop	Transformation Branch

8/16/2022 9:26:43 AM

- | | |
|--|---|
| <input type="checkbox"/> Virginie Mongeon | Enterprise Change Management |
| <input type="checkbox"/> Marie-Flore Baptiste | Projects Branch |
| <input type="checkbox"/> Nicole Primeau | Internal Audit Branch |
| <input type="checkbox"/> Marie-Josée Dorion | A/DG Operations Planning and Performance Branch |
| <input type="checkbox"/> Kim Burnett | Citizenship Digital Modernization |

Membres Ex Officio Members

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> Thierry Cadieux | DG Corporate Secretariat |
| <input type="checkbox"/> Connie Iatauro, DJL | Director Transformation Branch |
| <input type="checkbox"/> Ana Julien, TES | A/ Director Transformation Branch |
| <input type="checkbox"/> Jason LaChapelle, TO | Director Transformation Branch |
| <input type="checkbox"/> Lisa Morrison | Director OPPB |
| <input type="checkbox"/> Elizabeth Snow | Senior Director International Network |

Membres Invités / Invited Members

Meeting Minutes - Procès-verbale de réunion

Next Steps/Action Items – Prochaines étapes/Mesures à prendre

8/16/2022 9:26:43 AM



DPM INTERNAL DG ADVISORY COMMITTEE

Agenda

Chairs: Alanna MacDougall & Liz McKeown
 April 13, 2022 | Time: 10:30 am – 12:00 pm
 Cadence: Every two (2) weeks

The Internal Director General (DG) Advisory Committee (DG-IAC) is an information sharing, consultation, and collaboration forum for IRCC's DGs, for the Digital Platform Modernization Phase 2 & 3 (DPM2 -DPM3) programme.

AGENDA • ORDRE DU JOUR				
Time Temps	Items Points	Presenters Présentateurs	Appearances Participations	Meeting material
10:30 am	Opening Remarks • <i>Mot d'ouverture (5 minutes)</i>	A. MacDougall L. McKeown	-	
10:35 am	Debrief of workstream boards and Programme Board (5 minutes) <i>Débriefing des comités de flux de travail</i>	A. MacDougall	-	Link
10:40 am	DPM3 Procurement (20 minutes) <i>Stratégie d'approvisionnement de la MPN III</i>	C. Bazinet	-	Link
11 :00 am	DOTES integration into DPM3 Workplan (5minutes) <i>Intégration "DOTES" dans le plan de travail de la MPNIII</i>	C. Bazinet	-	Verbal Update
11:05 am	Update on DPM3 Vision, Logic Model and Business Capability Model (20 minutes) <i>Mise à jour sur la vision MPN3, le modèle logique et le modèle de capacité opérationnelle</i>	A. MacDougall G. Proulx	-	Link
11:25 am	DJL Strategy 2022-23 (25 minutes) <i>Stratégie des labos 22-23</i>	C. Iatauro	-	Link
11:55 am	Closing Remarks • <i>Mot de clôture (5 minutes)</i>	A. MacDougall L. McKeown	-	
Secretarial Updates				
DJL Updates : Link				



Immigration, Refugees
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GC EARB DEBRIEF <ul style="list-style-type: none"> eBinder (FR) - https://gcdocs2.ci.gc.ca/otcs/cs.exe/link/454199898 eBinder(EN)- https://gcdocs2.ci.gc.ca/otcs/cs.exe/link/454201698 Summary Report - https://gcdocs2.ci.gc.ca/otcs/cs.exe/link/454200090 		
Standing Item • Point permanent <u>Terms of Reference</u> <u>Integrated Forward Agenda</u> <u>ROD - March 30, 2022</u>		
Committee Members Membres du Comité	Replacements Remplaçants	Guests Invités
Chairs • Présidence <ul style="list-style-type: none"> Alanna MacDougall - DG, Programme Design Authority, Modernization Liz McKeown- DG, Digital Strategy, TDSS Members - Membres <ul style="list-style-type: none"> Open invitation to IRCC DG'S Secretariat • Secrétariat <ul style="list-style-type: none"> Ana Julien, Acting Director, Governance and Business Planning, Modernization Sinisa Ostojic – Acting Assistant Director, Governance secretariat, Modernization 		





DPM INTERNAL DG ADVISORY COMMITTEE

Agenda

Chairs: Alanna MacDougall & Liz McKeown
 April 27, 2022 | Time: 10:30 am – 12:00 pm
 Cadence: Every two (2) weeks

The Internal Director General (DG) Advisory Committee (DG-IAC) is an information sharing, consultation, and collaboration forum for IRCC's DGs, for the Digital Platform Modernization Phase 3 (DPM3) programme.

AGENDA • ORDRE DU JOUR				
Time Temps	Items Points	Presenters Présentateurs	Appearances Participations	Meeting material
10:30 am	Opening Remarks • <i>Mot d'ouverture (5 minutes)</i>	A. MacDougall L. McKeown	-	
10:35 am	Debrief of workstream boards (5 minutes) <i>Débriefing des comités de flux de travail</i>	G. Proulx	-	Link
10:40 am	DJL Strategy 2022-23 (30 minutes) <i>Stratégie des labos 22-23</i>	C. Iatauro J. Cleyn	-	Link
11:10 am	Workshops 1,2 & 3 run through (10 minutes) <i>Déroulement des ateliers 1,2 & 3</i>	G. Proulx		
11:20 am	Prioritization Framework – ADM Workshops (30 minutes) <i>Cadre de priorisation – Ateliers ADM</i>	G. Proulx P. McEvenue		Link
11:50 am	Closing Remarks • <i>Mot de clôture (5 minutes)</i>	A. MacDougall L. McKeown	-	
Secretarial Update				
	DJL Updates			Link
Standing Item • Point permanent				
<ul style="list-style-type: none"> Record of Decision - 13-04-22 Terms of Reference Integrated Forward Agenda 				



Immigration, Refugees and Citizenship Canada

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Committee Members Membres du Comité	Replacements Remplaçants	Guests Invités
<p>Chairs • Présidence</p> <ul style="list-style-type: none"> Alanna MacDougall - DG, Programme Design Authority, Modernization Sylvain Beauchamp- Client Experience, Operations <p>Members - Membres</p> <ul style="list-style-type: none"> Open invitation to all DG's, Directors and Observers. <p>Ex-Officio Members • Membres d'office</p> <ul style="list-style-type: none"> Michelle Mann - Executive Director and General Counsel, Legal Umit Kiziltan - Chief Data Officer (DG), SPP <p>Secretariat • Secrétariat</p> <ul style="list-style-type: none"> Ana Julien, Acting Director, Modernization Sinisa Ostojic – Acting Assistant Director, Governance secretariat, Modernization 		





DPM INTERNAL DG ADVISORY COMMITTEE

Agenda

Chairs: Alanna MacDougall & Liz McKeown

May 2, 2022 | Time: 1:00 pm – 2:00 pm

Cadence: Every two (2) weeks

The Internal Director General (DG) Advisory Committee (DG-IAC) is an information sharing, consultation, and collaboration forum for IRCC's DGs, for the Digital Platform Modernization Phase 3 (DPM3) programme.

AGENDA • ORDRE DU JOUR				
Time Temps	Items Points	Presenters Présentateurs	Appearances Participations	Meeting material
1:00 pm	Opening Remarks • <i>Mot d'ouverture (5 minutes)</i> Recommend attending opening remarks ?	G. Proux L. McKeown		
1:05 pm	Review Program Board Agenda Items: <ul style="list-style-type: none"> Study Permit Business Case GCMS DR Failover Outage DPM II Health Check DPM III Health Check Sourcing Strategy 	G. Proux L. McKeown		
1:15 pm	Recommendation of Agenda Items for Programme Board <ul style="list-style-type: none"> <i>Open Remarks – Update on Re-Organization</i> <i>Leveraging Programme Board – Future Use (Discussion)</i> 	G. Proux L. McKeown		
2:00 pm	Closing Remarks • <i>Mot de clôture (5 minutes)</i>	G. Proux L. McKeown		
Standing Item • Point permanent				
<ul style="list-style-type: none"> Terms of Reference Integrated Forward Agenda 				
Committee Members Membres du Comité		Replacements Remplaçants	Guests Invités	



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

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<div> Chairs • Présidence <ul style="list-style-type: none"> Alanna MacDougall - DG, Programme Design Authority, Modernization Sylvain Beauchamp- Client Experience, Operations </div> <div> Members - Membres <ul style="list-style-type: none"> Open invitation to all DG's, Directors and Observers. </div> <div> Ex-Officio Members • Membres d'office <ul style="list-style-type: none"> Michelle Mann - Executive Director and General Counsel, Legal Umit Kiziltan - Chief Data Officer (DG), SPP </div> <div> Secretariat • Secrétariat <ul style="list-style-type: none"> Ana Julien, Acting Director, Modernization Sinisa Ostojic – Acting Assistant Director, Governance secretariat, Modernization Ashema Allen – Acting Senior Policy and Program Advisor, Governance secretariat, Modernization </div>		
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DPM INTERNAL DG ADVISORY COMMITTEE

Agenda

Chairs: Alanna MacDougall & Liz McKeown
 May 11, 2022 | Time: 10:30 am – 12:00 pm
 Cadence: Every two (2) weeks

The Internal Director General (DG) Advisory Committee (DG-IAC) is an information sharing, consultation, and collaboration forum for IRCC's DGs, for the Digital Platform Modernization Phase 3 (DPM3) programme.

AGENDA • ORDRE DU JOUR				
Time Temps	Items Points	Presenters Présentateurs	Appearances Participations	Meeting material
10:30 pm	Opening Remarks • <i>Mot d'ouverture (5 minutes)</i>	A.MacDougall N. Violette-Fehr		
10:35 am	De-brief of Programme Board Meeting	TBD		
12 :00 pm	Closing Remarks • <i>Mot de clôture (5 minutes)</i>	A.MacDougall N. Violette-Fehr		
Standing Item • Point permanent				
<ul style="list-style-type: none"> Terms of Reference Integrated Forward Agenda 				
Committee Members Membres du Comité		Replacements Remplaçants	Guests Invités	
Chairs • Présidence <ul style="list-style-type: none"> Alanna MacDougall - DG, Programme Design Authority, Modernization Sylvain Beauchamp- Client Experience, Operations 				
Members - Membres <ul style="list-style-type: none"> Open invitation to all DG's, Directors and Observers. 				



Immigration, Refugees and Citizenship Canada

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<p>Ex-Officio Members • Membres d'office</p> <ul style="list-style-type: none">• Michelle Mann - Executive Director and General Counsel, Legal• Umit Kiziltan - Chief Data Officer (DG), SPP <p>Secretariat • Secrétariat</p> <ul style="list-style-type: none">• Ana Julien, Acting Director, Modernization• Sinisa Ostojic – Acting Assistant Director, Governance secretariat, Modernization• Ashema Allen – Acting Senior Policy and Program Advisor, Governance secretariat, Modernization		
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DPM INTERNAL DG ADVISORY COMMITTEE

Agenda

Chairs: Alanna MacDougall & Liz McKeown
 May 25th, 2022 | Time: 10:30 am – 12:00 pm
 Cadence: Every two (2) weeks

The Internal Director General (DG) Advisory Committee (DG-IAC) is an information sharing, consultation, and collaboration forum for IRCC’s DGs, for the Digital Platform Modernization Phase 3 (DPM3) programme.

AGENDA • ORDRE DU JOUR				
Time Temps	Items Points	Presenters Présentateurs	Appearances Participations	Meeting material
10:30 am	Opening Remarks • <i>Mot d'ouverture (5 minutes)</i>	A.MacDougall L. McKeown		
10:35 am	Debrief of PB, Sponsoring Group, and ADM workshops on level of ambition	A.MacDougall		
10:50 am	DPM Phase 2 Update	L. McKeown		
11:00 am	Overview of DPM3 Blueprint, TOM and Benefits Realization	G.Proulx		Link
11:35 am	Debrief of WSB	A.MacDougall		Link
12:00 pm	Closing Remarks • <i>Mot de clôture (5 minutes)</i>	A.MacDougall L. McKeown		
Standing Item • Point permanent				
<ul style="list-style-type: none"> Terms of Reference Integrated Forward Agenda 				
Committee Members Membres du Comité		Replacements Remplaçants	Guests Invités	



<div>Chairs • Présidence<ul style="list-style-type: none">• Alanna MacDougall - DG, Programme Design Authority, Modernization• Liz McKeown – DG, Digital Strategy, TDSSMembers - Membres<ul style="list-style-type: none">• Open invitation to all DG's.Secretariat • Secrétariat<ul style="list-style-type: none">• Ana Julien, Acting Director, Modernization• Ashema Allen – Acting Assistant Director, Governance secretariat, DSSI</div>		
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DPM INTERNAL DG ADVISORY COMMITTEE

Agenda

Chairs: Alanna MacDougall & Liz McKeown

June 8, 2022 | Time: 1:00 pm – 2:30 pm

Cadence: Every two (2) weeks

The Internal Director General (DG) Advisory Committee (DG-IAC) is an information sharing, consultation, and collaboration forum for IRCC's DGs, for the Digital Platform Modernization Phase 3 (DPM3) programme.

AGENDA • ORDRE DU JOUR				
Time Temps	Items Points	Presenters Présentateurs	Appearances Participations	Meeting material
1:00 pm	Opening Remarks • <i>Mot d'ouverture (5 minutes)</i>	A.MacDougall L. McKeown		
1:05 pm	TBS and Canada's Digital ID strategy	P. Singh		Link
1:40 pm	ADM Workshops: Capstone session	A.MacDougall		Link
2:00 pm	Extended Analytics Consultation	S.Fleurant		Link
2:30 pm	Closing Remarks • <i>Mot de clôture (5 minutes)</i>	A.MacDougall L. McKeown		
Secretariat Updates • Mises à jours du Secrétariat				
<ul style="list-style-type: none"> DJI Update WSB Summary 				
Standing Item • Point permanent				
<ul style="list-style-type: none"> Terms of Reference Integrated Forward Agenda Record of Decisions – 25-05-2022 Architecture Review Committee (ARC) 				



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

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<ul style="list-style-type: none"> DEAB GCEARB 		
Committee Members Membres du Comité	Replacements Remplaçants	Guests Invités
<p>Chairs • Présidence</p> <ul style="list-style-type: none"> Alanna MacDougall - DG, Programme Design Authority, Modernization Liz McKeown – DG, Digital Strategy, TDSS <p>Members - Membres</p> <ul style="list-style-type: none"> Open invitation to all DG's. <p>Secretariat • Secrétariat</p> <ul style="list-style-type: none"> Ana Julien, Acting Director, DSSI (Absent) Sinisa Ostojic – Acting Assistant Director, Governance secretariat, DSSI Ashema Allen – Acting Senior Policy and Program Advisor, Governance secretariat, DSSI 		





DPM INTERNAL DG ADVISORY COMMITTEE

Agenda

Chairs: Alanna MacDougall & Liz McKeown

July 6, 2022 | Time: 11:00 am – 11:30 am

Cadence: Every two (2) weeks

The Internal Director General (DG) Advisory Committee (DG-IAC) is an information sharing, consultation, and collaboration forum for IRCC's DGs, for the Digital Platform Modernization Phase 3 (DPM3) programme.

AGENDA • ORDRE DU JOUR				
Time Temps	Items Points	Presenters Présentateurs	Appearances Participations	Meeting material
11:00 am	Opening Remarks • <i>Mot d'ouverture (5 minutes)</i>	A.MacDougall L. McKeown		
11:05 am	DPM3 Summer Engagement	A.MacDougall B. Haddock P. McEvenue	Link	
11:15 am	DPM3 Procurement Update	A.Bellemare C.Bazinet	Link	
11:30 am	Closing Remarks • <i>Mot de clôture (5 minutes)</i>	A.MacDougall L. McKeown		
Secretariat Updates • Mises à jours du Secrétariat				
<ul style="list-style-type: none"> DJL Update WSB Summary 				
Standing Item • Point permanent				
<ul style="list-style-type: none"> Terms of Reference Integrated Forward Agenda Record of Decisions – June 22, 2022 Architecture Review Committee (ARC) DEAB GCEARB 				



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

Canada

Committee Members Membres du Comité	Replacements Remplaçants	Guests Invités
Chairs • Présidence <ul style="list-style-type: none"> Alanna MacDougall - DG, Programme Design Authority, Modernization Liz McKeown – DG, Digital Strategy, TDSS Members - Membres <ul style="list-style-type: none"> Open invitation to all DG's. Secretariat • Secrétariat <ul style="list-style-type: none"> Ana Julien, Acting Director, DSSI Sinisa Ostojic – Acting Assistant Director, Governance secretariat, DSSI Ashema Allen – Acting Senior Policy and Program Advisor, Governance secretariat, DSSI 		Claude Bazinet





DPM INTERNAL DG ADVISORY COMMITTEE

Agenda

Chairs: Alanna MacDougall & Liz McKeown
 June 22, 2022 | Time: 10:30 pm – 12:00 pm
 Cadence: Every two (2) weeks

The Internal Director General (DG) Advisory Committee (DG-IAC) is an information sharing, consultation, and collaboration forum for IRCC's DGs, for the Digital Platform Modernization Phase 3 (DPM3) programme.

AGENDA • ORDRE DU JOUR				
Time Temps	Items Points	Presenters Présentateurs	Appearances Participations	Meeting material
10:30 am	Opening Remarks • Mot d'ouverture (5 minutes)	A.MacDougall Y.Larouche		
10:35 am	Engaging with Industry during DPM3 procurement	A.Bellemare		EN Link FR Link
10:45 am	Enterprise Change Leadership Coaching Program (ECLCP)	V. Mongeon	J.Steeves A.Clark	
11:10 am	Citizen Innovation (UDA)	Y.Larouche		Link FR Link
11:30 am	Pre-brief for Programme Board	A.MacDougall		Link
12:00 pm	Closing Remarks • Mot de clôture (5 minutes)	A.MacDougall Y.Larouche		
Secretariat Updates • Mises à jours du Secrétariat				
<ul style="list-style-type: none"> DJI Update WSB Summary 				
Standing Item • Point permanent				
<ul style="list-style-type: none"> Terms of Reference 				



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

Canada

<ul style="list-style-type: none"> Integrated Forward Agenda Record of Decisions – June 8, 2022 Architecture Review Committee (ARC) DEAB GCEARB 		
Committee Members Membres du Comité	Replacements Remplaçants	Guests Invités
Chairs • Présidence <ul style="list-style-type: none"> Alanna MacDougall - DG, Programme Design Authority, Modernization Liz McKeown – DG, Digital Strategy, TDSS Members - Membres <ul style="list-style-type: none"> Open invitation to all DG's. Secretariat • Secrétariat <ul style="list-style-type: none"> Ana Julien, Acting Director, DSSI Sinisa Ostojic – Acting Assistant Director, Governance secretariat, DSSI Ashema Allen – Acting Senior Policy and Program Advisor, Governance secretariat, DSSI 		Yanick Larouche





DPM INTERNAL DG ADVISORY COMMITTEE

Agenda

Chairs: Alanna MacDougall & Liz McKeown
 July 20, 2022 | Time: 10:00 am – 12:00 pm
 Cadence: Every two (2) weeks

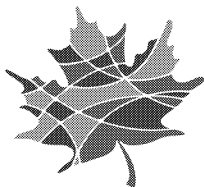
The Internal Director General (DG) Advisory Committee (DG-IAC) is an information sharing, consultation, and collaboration forum for IRCC's DGs, for the Digital Platform Modernization Phase 3 (DPM3) programme.

AGENDA • ORDRE DU JOUR			
Time Temps	Items Points	Presenters Présentateurs	Meeting material
10:30 am	Opening Remarks • <i>Mot d'ouverture (5 minutes)</i>	A.MacDougall L. McKeown	
10:35 am	PR and TR : “as is” assessment	B. Haddock V. Hou	<ul style="list-style-type: none"> Link
11:05 am	Study Permit Business Case	C. Iatauro C. Lau	<ul style="list-style-type: none"> Link
11:40 am	DPM3 communications package for managers	K. Nangle	ENGLISH: <ul style="list-style-type: none"> Summary of the package Summary of the DPM Phase 3 programme Key messages FAQs Overview presentation about DPM Phase 3 (with speaking notes) FRENCH: <ul style="list-style-type: none"> Résumé de la série de documents Résumé du programme de la MPN phase 3 Les messages clés Foires aux questions Une présentation générale de la phase 3 de la MPN (avec des notes d’allocution)
11:55 am	Closing Remarks • <i>Mot de clôture (5 minutes)</i>	A.MacDougall L. McKeown	



Secretariat Updates • Mises à jours du Secrétariat		
<ul style="list-style-type: none"> DJL Updates WSB Summary 		
Standing Item • Point permanent		
<ul style="list-style-type: none"> Terms of Reference Integrated Forward Agenda Record of Decisions – June 22, 2022 Architecture Review Committee (ARC) DEAB GCEARB 		
Committee Members Membres du Comité	Replacements Remplaçants	Guests Invités
Chairs • Présidence <ul style="list-style-type: none"> Alanna MacDougall - DG, Programme Design Authority, Modernization Liz McKeown – DG, Digital Strategy, TDSS Members - Membres <ul style="list-style-type: none"> Open invitation to all DG's. Secretariat • Secrétariat <ul style="list-style-type: none"> Ana Julien, Acting Director, DSSI Sinisa Ostojic – Acting Assistant Director, Governance secretariat, DSSI Ashema Allen – Acting Senior Policy and Program Advisor, Governance secretariat, DSSI 		Claude Bazinet





IRCC Digital Transformation | Comité consultatif interministériel Interdepartmental Advisory Committee | d'IRCC sur la transformation digitale (DMA-Level) | (niveau SMD)

AGENDA

ORDRE DU JOUR

December 15, 2021 | Time: 10:00 a.m. to 11:30 a.m.

15 décembre 2021 | Heure : 10 h à 11 h 30

MS Teams

Time Temps	Items	Purpose Objet	Presenters Présentateurs
10:00 (10 min)	Opening Remarks Mots d'ouverture ▪ RoD 2021-11-10	-	C. Xavier
External Presentations Présentations Externes			
10:10 (25 min)	1. CBSA Modernization Modernisation de l'ASFC	Discussion	T. Gallivan G. Binet
IRCC Updates Mises à jour de l'IRCC			
10:35 (10 min)	2. GCMS Release 26 La version 26 du SMGC	Information	R. Lorello J.B Tessier
10:45 (10 min)	3. DPM II Placemat Tableau de bord de la MPN II	Information	R. Lorello N. Violette-Fehr
10:55 (10 min)	4. GCMS Disaster Recovery Update Mise à jour – Projet de reprise après sinistre du SMGC	Information	R. Lorello N. Violette-Fehr
11:05 (15 min)	5. Progress Update on DPM III Point sur l'état d'avancement du MPN III	Information	J. Choueiri
Standing Items Items Permanents			
11:20 (5 min)	Round Table Table ronde	-	Members Membres
11:25 (5 min)	Closing Remarks Mots de clôture	-	C. Xavier



Members Membres	Replacements Remplaçants	Guests Invités
<p> Caroline Xavier, Associate Deputy Minister, IRCC (Chair) Catherine Luelo, Deputy Minister/CIO, TBS Erin O'Gorman, Associate Secretary, TBS Sony Perron, Executive Vice-President, SSC Benoît Long, Chief Transformation Officer, ESDC Sami Khoury, Chief, Canadian Centre for Cyber Security (Absent) Ted Gallivan, Executive Vice-President, CBSA Arianne Reza, Associate Deputy Minister, PSPC (Absent) Frances McRae, Chief Administrative Officer, RCMP (Absent) Christopher MacLennan, Associate Deputy Minister of Foreign Affairs, GAC (Absent) </p> <p> <u>Ex-Officio</u> Rina Lorello, a/ADM TDSS & CIO, IRCC Hughes St-Pierre, ADM FSA & CFO, IRCC (Absent) Jason Choueiri, ADM MOD, IRCC Roger Ermuth, Executive Director, IRB Denis Stevens, Assistant Secretary, IASJ, TBS (Absent) Robyn Holland-Ayoub, a/Chief Audit Executive IAA, IRCC </p>	<p>Francis Castonguay</p> <p>Lorenzo Ieraci Shirley Ivan -</p> <p>Julie Chassé</p> <p>Catherine Jobin</p>	<p> 1.0 CBSA Modernization Modernisation de l'ASFC Genevieve Binet, CBSA (Presenter) </p> <p> 2.0 GCMS Release 26 La version 26 du SMGC Jean-Bernard Tessier, Director General, IT Operations, IRCC (Presenter) </p> <p> 3.0 DPM II Placemat Tableau de bord de la MPN II 5.0 GCMS DR Update Mise à jour - Projet de reprise après sinistre du SMGC Nancy Violette-Fehr, a/Executive Director, Major Projects Branch, IRCC (Presenter) </p> <p> <u>Permanent Observers Observateurs permanents</u> Minh Doan, Vice President, Information, Science and Technology Branch, CBSA Sarah Michaud, Director, Corporate Governance Unit, Corporate Secretariat, IRCC Meghan Ghadaksaz, Senior Governance Officer, Corporate Governance Unit, IRCC (Record of Decision) </p>



Performance Measurement and Evaluation Committee

Agenda

Tuesday, April 10, 2018
 2:00 p.m. – 3:30 p.m.
 Grosse-île Boardroom

Time	Item	Lead
2:00 – 2:05	Opening Remarks	Richard Wex
	Approval of Committee Records of Decision Follow-up on Action Items 0.1 Agenda – April 10, 2018 0.2 Record of Decision – February 14, 2018 0.3 Action Items List /Updates	All
2:05 – 2:35	1. Evaluation of Pre-Arrival Settlement Services 1.1 Pre-Arrival Services Evaluation Key Findings and Recommendations – deck – <i>INFORMATION</i> 1.2 Pre-Arrival Services Evaluation Report – <i>APPROVAL</i> 1.3 Pre-Arrival Services Evaluation Management Response Action Plan - <i>APPROVAL</i>	David Kurfurst David Manicom Tim Foran
2:35 – 3:00	2. Terms of Reference – Evaluation of Language Training 2.1 Terms of Reference Summary – <i>INFORMATION</i> 2.2 Terms of Reference – <i>APPROVAL</i>	David Kurfurst
3:00 – 3:20	3. Management Response Action Plans (MRAP) Update 3.1 MRAP Status Dashboard – <i>DISCUSSION</i> 3.2 Summary of MRAP Recommendations - <i>INFORMATION</i>	Ümit Kiziltan Natasha Kim Bruce Scoffield
3:20 – 3:30	4. Update – Program Management Tables, Stocktakes, Next Steps <i>DISCUSSION / INFORMATION</i>	Paul MacKinnon
Annex Items	5. Evaluation Plan Status Report and PMEC Forward Agenda 5.1 Evaluation Status Report – <i>INFORMATION</i> 5.2 PMEC Forward Agenda – <i>INFORMATION</i>	
	Closing Remarks / Roundtable	All

<u>Committee Members</u>
Richard Wex (Chair)
Marta Morgan
Paul MacKinnon
Mike MacDonald
David Manicom
Dr. Harpreet Kochhar
Dawn Edlund
Zaina Sovani
Daniel Mills
Rachel Porteous
Ümit Kiziltan
David Kurfurst
Matt de Vlieger
Brent McRoberts
David Hickey
Wendy Birkinshaw Malo
Raymond Kunze (observer)
Caroline Fobes (observer)

IRCC Performance Measurement and Evaluation Committee Meeting

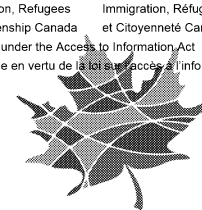
Record of Decisions

April 10, 2018 – 2:00pm-3:30pm

1. Opening Remarks	Richard Wex
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (February 14, 2018) was <u>APPROVED</u> .	
Action: N/A	
3. Evaluation of Pre-Arrival Settlement Services	David Kurfurst Tim Foran
Summary: To seek approval of the Pre-Arrival Settlement Services evaluation report and Management Response Action Plan (MRAP).	
Decisions / Roundtable: <p>The key evaluation findings from the Evaluation of the Pre-Arrival Settlement Program were presented and discussed, followed by a review of the management response action plan items.</p> <p>Overall, pre-arrival settlement services were having a positive impact on those taking them, providing necessary information, referrals and linkages, and clients largely found the information useful. However, the uptake for pre-arrival services has been low, which is largely due to a low levels of awareness among potential clients and the lack of a focused promotion strategy when the services expanded in 2015.</p> <p>It was recognized that the significant and rapid expansion in the number of pre-arrival service providers did contribute to some of the challenges during roll-out. The evaluation also highlighted the highly variable cost-per-client across service providers and the difficulty in achieving targets for some service providers. The Committee requested additional detail be added where necessary to the report to ensure the fullest possible context around client costs was being presented. Finally, the Committee noted the importance of robust performance measurement to monitor and report on the program, particularly in light of potential program changes.</p> <p>The Committee <u>APPROVED</u> the Evaluation report, pending a review and minor changes to the Cost section.</p> <p>The MRAP was <u>APPROVED</u>, pending minor changes.</p>	

<p>The Report and MRAP will resubmitted to the Committee secretarially for final approval.</p>	
<p>Action:</p> <ul style="list-style-type: none"> • R&E will revise the evaluation report per PMEC direction. • SIP, SN and R&E to review and revise the MRAP. 	<p>Deadline:</p> <ul style="list-style-type: none"> • Completed • Completed
<p>4. Terms of Reference – Evaluation of Language Training</p>	<p>David Kurfurst</p>
<p>Summary: To seek approval of the Terms of Reference for the Evaluation of Language Training.</p>	
<p>Decisions / Roundtable: The Terms of Reference (TOR) for the Evaluation of Language Training was presented to the Committee.</p> <p>The Committee recognized the comprehensive nature of this in-depth evaluation and noted the detailed and thorough TOR. Some of the discussion emphasized the need to measure language improvements while also properly considering the many variables affecting client learning. It was also noted that the settlement information and content conveyed through language instruction is an important part of the program.</p> <p>The Committee <u>APPROVED</u> the Terms of Reference, pending some minor changes to be provided by SIP Branch.</p>	
<p>Action:</p> <ul style="list-style-type: none"> • R&E will revise and finalize the Terms of Reference. 	<p>Deadline:</p> <ul style="list-style-type: none"> • Completed
<p>5. Management Response Action Plans (MRAP) Update</p>	<p>Ümit Kiziltan</p>
<p>Summary: To present an overview of the status management response action plan (MRAP) items from past evaluations.</p>	
<p>Decisions / Roundtable: The Committee acknowledged the high quality of the evaluations being conducted and the value of the recommendations towards strengthening IRCC's programs, while also citing the importance of completing action items and maintaining strong oversight.</p> <p>While a majority of past MRAP actions have been completed or considered on-track, there remain a portion of outstanding items. R&E will provide a full status report on existing MRAPs at an upcoming PMEC meeting, and the Committee recommended taking a more centralized approach to MRAP updates whereby outstanding items will be provided through the ADMs, who will be responsible for also reporting on outstanding items to PMEC. This new process for MRAP updates should be developed for an upcoming PMEC meeting.</p>	

Action: <ul style="list-style-type: none"> R&E to develop full list of outstanding MRAP items. R&E to launch revamped MRAP process and request updates via ADMOs. 		Deadline <ul style="list-style-type: none"> End June – in progress
6. Update – Program Management Tables and Stocktakes		Paul MacKinnon
Summary: To present the status of Program Management Tables, Stocktakes and next steps.		
Decisions / Roundtable: <p>The Committee was informed that numerous Program Management tables had been launched and were meeting, with strong partner participation in support of the Program Officials. It was noted that stocktakes for the Citizenship and Passport programs were planned for June.</p> <p>The Committee recognized that that cross-sectoral approach to program management require effort and attention, and that it represents an important and necessary culture shift in IRCC. It was strongly noted that there needs to be additional awareness and support for the ongoing implementation of this new approach and culture, so additional communications and training should be provided.</p>		
Action: R&E, SPPB, Communication Branch to collaborate on a communications and awareness plan.		Deadline: Ongoing
Participants	Committee Members: <ul style="list-style-type: none"> Richard Wex (Chair) Marta Morgan (absent) Harpreet Kochhar (absent) Dawn Edlund (absent) Paul MacKinnon Mike MacDonald (absent) David Manicom Daniel Mills (absent) Zaina Sovani Ümit Kiziltan David Kurfurst David Hickey (absent) Matt de Vlieger Wendy Birkinshaw Malo Brent McRoberts Raymond Kunze Caroline Fobes Rachel Porteous (absent) 	Guests and Replacements <ul style="list-style-type: none"> Corinne Prince (SIP) Tim Foran (SIP) Yves Saint-Germain (SIP) Anne Couillard (SIP) Mondher BenHassine (SN) John Freamo (Communications) Chantal Goyette (Evaluation) Brian Diener (Evaluation) Francis Lacasse (Evaluation) Karine Bégin (Evaluation)
Note taker	Karine Bégin (Evaluation)	



Performance Measurement and Evaluation Committee

December 5, 2018
 9:30 a.m. – 11:30 a.m.
 Grosse-île Boardroom

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents - Hyperlinks
9:30 – 9:35	DMA's Opening Remarks	-	-	Lori MacDonald	ROD – July 10, 2018 Action Items List/Updates
	Committee Record of Decision Action Items Follow-up	Approval			
9:35 – 10:20	1. Resettlement Program Stocktake	Information / Discussion	RAB	Fraser Valentine	Deck
10:20 – 11:00	2. Passport Program Stocktake	Information / Discussion	CPPG	Leslie Finter	Deck
11:00 – 11:20	3. Terms of Reference – Economic Programs-Express Entry	Approval	R&E	David Kurfurst	Terms of Reference Summary Terms of Reference
11:20 – 11:30	DMA's Closing Remarks	-	-	Lori MacDonald	-
Standing Items					
Evaluation Status Report PMEC Forward Agenda					

Committee Members	Replacements	Non-Member Presenters and Observers
Lori MacDonald Paul MacKinnon Dr. Harpreet Kochhar Daniel Mills David Manicom (absent) Zaina Sovani (absent) Mike MacDonald Natasha Kim Rachel Porteous Ümit Kiziltan Matt de Vlieger Serge Joly David Hickey David Kurfurst Rob Canough	Corinne Prince Ralph Bishop	Presenters: Fraser Valentine (Item 1) Leslie Finter (Item 2) Permanent Observers: Raymond Kunze (Absent) Caroline Fobes Anik Demers



IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

December 5, 2018 – 9:30 a.m. - 11:30 a.m.

1. Opening Remarks	Lori MacDonald
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (July 5, 2018) was <u>APPROVED</u> .	
Action: N/A	
3. Resettlement Program Stocktake	Fraser Valentine
Summary: To present the Resettlement Program Stocktake.	
Decisions / Roundtable: <p>The Resettlement Program Stocktake was presented. It described on the increasing scope and complexity of global migration and the challenges with finding durable solutions for refugees. Results and data in key outcomes areas was presented, in addition to noting some of the challenges facing the program. The stocktake was commended a useful source of program performance and contextual information.</p> <p>The Committee discussed the need to rethink the expected outcomes for the resettlement program, and expectations and results vary across the differing resettlement streams. Some concerns around program integrity, primarily around private sponsors, were raised and confirmed by the Committee as a primary area for further exploration and analysis. Complementary pathways to residency were also discussed as potential alternatives to resettling refugees.</p> <p>The Committee recognized the rich resettlement data R&E continues to collect, noting the utility of developing a modified research plan to fill any data gaps and to inform future resettlement policy directions. Issues of mental health and dealing with trauma were also raised as potential research topics.</p>	
Action: <ul style="list-style-type: none"> RAB/IN-ROD to present update/analysis on PSR integrity issues to a separate committee meeting (e.g., ExCom, Issues Management Committee, Policy Committee). R&E and RAB to revisit the program expected outcomes in the logic model and revise as needed. RAB to continue exploration of policy options, including alternative pathways for refugees, and bring these forward to Policy Committee later in the year. 	Deadline: <ul style="list-style-type: none"> Q4 2018/19 Q4 2018/19 TBC

4. Passport Program Stocktake	Leslie Finter
Summary: To present the Passport Program Stocktake.	
Decisions / Roundtable: The Passport Program Stocktake was presented, providing an overview of the program's performance, focusing on three of the program's immediate outcomes. Program performance was strong in the areas of client satisfaction and service delivery, though the impact of upcoming Passport modernization activities will need to be closely monitored. Part of the discussion centred on the program's significant current budget surplus and financial management going forward, outlining the importance of understanding the risks and options around the program's existing surplus. The Committee noted the passport's importance in the department's overall approach to identity management, and also recommended reviewing the program outcomes and logic model. Further, the Committee advised on the need to better understand program integrity risks, especially given the low rates of fraud identified in the stocktake.	
Action: <ul style="list-style-type: none"> • CPPG to present issue of the Passport budget surplus to ExCom or DMC. • CPPG and R&E to review and update the program logic model with a view of the future of the program. 	Deadline: <ul style="list-style-type: none"> • Q4 2018/19 • Q2 2019/20
5. Terms of Reference – Economic Programs- Express Entry	David Kurfurst
Summary: To seek approval of the Terms of Reference for the Evaluation of Express Entry: Early Impacts on Economic Outcomes and Program Management.	
Decisions / Roundtable: The Terms of Reference for the Evaluation of Express Entry: Early Impacts on Economic Outcomes and Program Management was presented to the Committee. The scope and proposed approaches for this evaluation were briefly presented, highlighting the focus on the early economic outcomes for newcomers coming through Express Entry, as well as how different cohorts and client characteristics affect results and labour market responsiveness. The Committee acknowledged that early Express Entry results will be very useful for providing transition advice and informing future economic program direction. The Terms of Reference were <u>APPROVED</u> .	
Action: N/A	Deadline: N/A

Participants	Committee Members: <ul style="list-style-type: none"> ▪ Lori MacDonald (Chair) ▪ Harpreet Kochhar (absent) ▪ Paul MacKinnon ▪ Mike MacDonald ▪ David Manicom ▪ Daniel Mills (absent) ▪ Natasha Kim ▪ Zaina Sovani ▪ Ümit Kiziltan ▪ David Kurfurst ▪ David Hickey ▪ Matt de Vlieger ▪ Raymond Kunze ▪ Rachel Porteous ▪ Caroline Fobes ▪ Serge Joly (absent) ▪ Rob Canough ▪ Anik Demers 	Guests and Replacements <ul style="list-style-type: none"> ▪ Julie Chassé (Financial Projects) ▪ Valery Brennan (Citizenship) ▪ Karim Virani (Citizenship) ▪ Janice Carkner (Audit) ▪ Fraser Valentine (Refugee Affairs) ▪ Leslie Finter (CPPG) ▪ Susan Greene (Refugee Affairs) ▪ Madeleine Green (Refugee Affairs) ▪ Saman Fradette (Refugee Affairs) ▪ Simon Cardinal (Corporate Affairs) ▪ Inga Dobrijevic (OPPB) ▪ Ralph Bishop (Major Projects) ▪ Chantal Goyette (Evaluation) ▪ Karine Bégin (Evaluation) ▪ Laure Lafrance (Evaluation) ▪ Randy Scott (Evaluation) ▪ Zak Keeping (Evaluation)
Note taker	Zak Keeping (Evaluation)	



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

Agenda – Performance Measurement and Evaluation **Ordre du jour du Comité de la mesure du rendement et de l'évaluation**

February 14, 2018
 1:30 – 3:00pm
 Grosse-île Boardroom

Time	Item	Lead
1:30 – 1:35	Opening Remarks	Richard Wex
	Approval of Committee Records of Decision Follow-up on Action Items 0.1 Agenda – February 14, 2017 0.2 Record of Decision – December 21, 2017 0.3 Action Items List /Updates	All
1:35 – 2:05	1. DRF and GC Infobase Indicators and Targets - Finalization 1.1 DRF and PIP Targets Update- DECK – <i>INFORMATION</i> 1.2 DRF and Program level indicators and targets– PLACEMATS - <i>APPROVAL</i>	Paul MacKinnon Matt de Vlieger
2:05 – 2:20	2. Updated PMEC Terms of Reference 2.1 Revised IRCC PMEC Terms of Reference - <i>APPROVAL</i>	Ümit Kiziltan
2:20 – 2:45	3. Departmental Evaluation Plan 2018/19 – 2022/23 3.1 Departmental Evaluation Plan (2017/18) Summary – deck – <i>INFORMATION</i> 3.2 Departmental Evaluation Schedule – <i>DISCUSSION</i> 3.3 Departmental 5-year Evaluation Plan – <i>APPROVAL</i>	David Kurfurst
2:45 – 2:55	4. Revised Terms of Reference – Evaluation of the Passport Program 4.1 Revised Terms of Reference – <i>APPROVAL</i>	David Kurfurst
2:55 – 3:00	5. Evaluation Plan Status Report and PMEC Forward Agenda 5.1 Evaluation Status Report – <i>INFORMATION</i> 5.2 PMEC Forward Agenda – <i>INFORMATION</i> 5.3 Horizontal Evaluations Status – <i>INFORMATION</i> Closing Remarks / Roundtable	Ümit Kiziltan All

<u>Committee Members / Membres du comité</u>
Richard Wex (Chair)
Marta Morgan
Paul MacKinnon
Mike MacDonald
David Manicom
Harpreet Kochhar
Dawn Edlund
Zaina Sovani
Daniel Mills
John McWhinnie (external member)

Ümit Kiziltan
David Kurfurst
Matt de Vlieger
Brent McRoberts
David Hickey
Wendy Birkinshaw Malo
Raymond Kunze (observer)
Caroline Fobes (observer)

IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

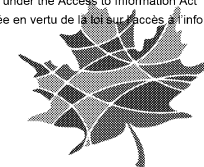
February 14, 2018 – 1:30pm-3:00pm

1. Opening Remarks	Richard Wex
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (December 21, 2017) was <u>APPROVED</u> .	
Action: N/A	
3. DRF and GC Infobase Indicators and Targets - Finalization	Matt de Vlieger
Summary: To review and approve IRCC indicators and targets to be included for public reporting in GC Infobase and the 2018-2019 Departmental Plan.	
Decisions / Roundtable: In follow up to the previous PMEC meeting, proposed indicators and targets for the Departmental Results Framework (DRF) and program were reviewed and approved to be submitted to Treasury Board Secretariat for public reporting in GC Infobase. There was extensive Committee discussion around the targets for some of the key departmental indicators, acknowledging the importance of considering them carefully and setting them realistically. The communications value of appropriate targets in light of the public reporting mechanism (GC Infobase) was also emphasized. It was also acknowledged that the Department will continue to refine and improve its set of indicators to better reflect and describe departmental and program results.	
Action: <ul style="list-style-type: none"> SPPB to send the final indicators and targets to the Treasury Board Secretariat, and to include the DRF-level indicators in the Departmental Plan for the Minister's approval. SPPB and R&E will work with program officials and program management tables to refine and improve indicators and associated data sources, to support a more robust performance story. 	Deadline: <ul style="list-style-type: none"> Completed In progress
4. Updated PMEC Terms of Reference	Ümit Kiziltan

<p>Summary: To review and approve the terms of reference for the Performance Measurement and Evaluation Committee.</p>	
<p>Decisions / Roundtable: The updated terms of reference (TOR) for the Performance Measurement and Evaluation Committee was presented for final approval. Revisions to the TOR were highlighted, including the expanded mandate to around performance measurement and detailed descriptions of PMEC members' and Program Officials' roles and responsibilities, which reflect the new TBS <i>Policy on Results</i>. The Committee noted the quality of the TOR document.</p> <p>The Committee acknowledged the TOR as a starting point for describing PMEC roles, and also emphasized the important role of the Program Officials and of Program Management Tables (PMTs). While program management and coordination may pose challenges, the Program Officials will have support of their colleagues, with PMTs as the venues for horizontal discussions and decision-making. The Committee strongly encouraged Program Officials to take the leap forward and launch their Program Management Tables soon, counting on R&E support to get them initiated.</p> <p>The Terms of Reference for the Performance Measurement and Evaluation Committee were <u>APPROVED</u>.</p>	
<p>Action:</p> <ul style="list-style-type: none"> Corporate Affairs, with R&E and SPP input, should consider and develop text for EX PMAs that reflects the new responsibilities for Program Officials and those supporting them. 	<p>Deadline:</p> <ul style="list-style-type: none"> Completed
<p>5. Preliminary Departmental Evaluation Schedule 2018/19 – 2022/23</p>	<p>David Kurfurst</p>
<p>Summary: To review and approve the preliminary Departmental Evaluation Schedule.</p>	
<p>Decisions / Roundtable: The preliminary Departmental Evaluation plan for 2018/19-2022/23 was presented to the Committee for approval. It was noted that the preliminary plan is a current 'best estimate' version, as it is required for the Departmental Plan due to Treasury Board by February 23, 2018. However, the full Departmental Evaluation Plan, due to TBS by June 30, 2018, will be finalized in the coming months. It was also highlighted that this is the first 5-year Plan under the new <i>Policy on Results</i>.</p> <p>The timing and potential scope for several proposed evaluations were reviewed by the Committee, with recommendations to modify some start or end dates to reflect strategic considerations. Among the recommended changes: move the start of the Atlantic Immigration Pilot evaluation to later in 2018/19, push forward an evaluation of the Citizenship Program, defer the GSS evaluation until 2019/20, and several other timing adjustments.</p> <p>The Evaluation Division will carefully review the Committee recommendations, assess against firm commitments and resources, and revise the Evaluation Plan accordingly.</p>	

The preliminary Departmental Evaluation Schedule was <u>APPROVED IN PRINCIPLE</u> , to be submitted secretarially for final approval.			
Action: <ul style="list-style-type: none"> SPP to submit to Treasury Board the 5-year evaluation schedule as part in the Departmental Plan by February 23, 2018. R&E to finalize the full Departmental Evaluation Plan, for PMEC presentation and approval ahead of the June 30 TBS deadline. 		Deadline <ul style="list-style-type: none"> Completed Late May 2018/ in progress 	
6. Revised Terms of Reference – Evaluation of the Passport Program			David Kurfurst
Summary: To provide an overview and seek approval of the revised Terms of Reference for the Evaluation of the Passport Program.			
Decisions / Roundtable: A summary of the changes to the revised terms of reference for the Passport Program evaluation was presented to the Committee. Acknowledging the multiple audits and reviews completed in recent years, it was emphasized that the evaluation would complement and build on existing work, filling in the evidence gaps where needed, to provide a more complete and coherent outcomes story for the Passport Program as a whole. The Terms of Reference outlined the three main areas of focus for the proposed evaluation: (1) client experience and responsibilities of passport holders; (2) the effectiveness of interdepartmental horizontal management and service delivery partnerships, notably with Global Affairs Canada and Employment and Social Development Canada; and (3) overall performance of the Passport Program, by synthesizing the departmental reports, audits, and reviews. The Terms of Reference was <u>APPROVED</u> .			
Action: N/A		Deadline: N/A	
7. Evaluation Plan Status Report and PMEC Forward Agenda			
Summary: N/A			
Participants	Committee Members: <ul style="list-style-type: none"> Richard Wex (Chair) Marta Morgan (absent) Harpreet Kochhar (absent) Dawn Edlund (absent) Paul MacKinnon Mike MacDonald (absent) David Manicom Daniel Mills (absent) 	Guests and Replacements <ul style="list-style-type: none"> Mieke Bos (Admissibility) Natasha Kim (Immigration) Alec Attfield (Citizenship) Heather Primeau (for Harpreet Kochhar) Michael Olsen (for Zaina Sovani) Benoit St-Jean (for Daniel Mills) Rouba Dabboussy (for Lu Fernandes) Chantal Goyette (Evaluation) 	

	<ul style="list-style-type: none"> ▪ Zaina Sovani (absent) ▪ Ümit Kiziltan ▪ David Kurfurst ▪ David Hickey ▪ Matt de Vlieger ▪ Wendy Birkinshaw Malo ▪ Brent McRoberts (absent) ▪ John McWhinnie (external member) ▪ Raymond Kunze ▪ Caroline Fobes 	<ul style="list-style-type: none"> ▪ Randy Scott (Evaluation) ▪ Jessica Schafer (Evaluation) ▪ Robert Canough (SPP) ▪ Carolyn Konopski (SPP) ▪ Jennifer Linehan (DMO)
Note taker	Jessica Schafer (Evaluation)	



Performance Measurement and Evaluation Committee

Agenda

July 10, 2018
 1:00 p.m. – 3:00 p.m.
 Grosse-île Boardroom

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents - Hyperlinks
1:00 – 1:05	Opening Remarks	-	All	Richard Wex	Record of Decision - June 4, 2018 Action Items List/Updates
	Approval of Committee Record of Decision and Action Items Follow-up	Approval			
1:05 – 1:45	1. Citizenship Program Stocktake	Information / Discussion	Citizenship	Alec Attfield	Citizenship Program Placemat Citizenship Program Stocktake - Deck
1:45 – 2:00	2. Revised Terms of Reference – Evaluation of the Grant to Quebec	Information / Approval	Research and Evaluation	David Kurfurst	Revised Terms of Reference
2:00 – 2:20	3. Terms of Reference – Service Provider Effectiveness Study	Approval	Research and Evaluation	David Kurfurst	Terms of Reference - Deck
2:20 – 2:40	4. Management Response Action Plans (MRAP) Review and Update	Information	Research and Evaluation	Ümit Kiziltan	MRAP Action Items Status Report Annex - MRAP Summary
2:40 – 2:45	Roundtable	-	All		-
	Closing Remarks				
Annex Items					
5. Evaluation Plan Status Report and PMEC Forward Agenda Evaluation Status Report PMEC Forward Agenda					



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IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

July 10, 2018 – 1:00 p.m. - 3:00 p.m.

1. Opening Remarks	Richard Wex
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (June 4, 2018) was <u>APPROVED</u> .	
Action: N/A	
3. Citizenship Program Stocktake	Alec Attfield
Summary: To present the Citizenship Program Stocktake	
Decisions / Roundtable: The Citizenship Program Stocktake was discussed. A dashboard with indicators and data was presented, providing an overview of program performance in key outcomes areas. The discussion centered around program results, some impacts of recent legislative changes (i.e.: Bill C-6), recent operational performance and context, as well discussion of data gaps and upcoming modernization work. The Committee commended the program area's work and effort in developing the Stocktake. Further, the Committee requested that future Stocktake presentations include a description of 2-3 key areas in need of attention/improvements and a discussion on potential business decisions to address identified issues. The Committee recognized the importance of the Stocktakes and requested that additional time be allocated for future Stocktake presentations at P MEC, to allow for sufficient presentation and discussion time.	
Action: R&E to convey feedback from P MEC to other Program Officials as they prepare their stocktakes.	Deadline: Completed.
4. Terms of Reference – Evaluation of the Grant to Quebec	David Kurfurst
Summary: To seek approval of the revised Terms of Reference for the Evaluation of the Grant to Quebec.	
Decisions / Roundtable: The revised Terms of Reference for the Evaluation of the Grant to Quebec was presented to the Committee, which included a discussion of the changes to the scope and approach.	

<p>The Committee requested that a sentence be added to the Terms of Reference describing the reasons for the significant increase in the Grant allocation for 2017-18, noting that the increase was linked to additional funding under the Syrian Refugees Initiative.</p> <p>The revised Terms of Reference were <u>APPROVED</u>.</p>	
<p>Action: N/A</p>	<p>Deadline: N/A</p>
<p>5. Terms of Reference – Service Provider Effectiveness Study</p>	<p>David Kurfurst</p>
<p>Summary: To seek approval of the Terms of Reference for the Service Provider Effectiveness Study.</p>	
<p>Decisions / Roundtable: The Terms of Reference for the Service Provider Effectiveness Study was presented to the Committee. Members underlined the importance of this study and the value it will bring to the department, noting that the tool being developed as part of the project will assist in identifying key areas for improvement while also advancing consistency in settlement service delivery. The Committee also emphasized the need to engage SPOs in the development of the tool, noting that the study presents an opportunity to encourage capacity building among funded organizations.</p> <p>The Committee considered the timelines of the proposed study and requested that they be reviewed to determine whether it is feasible to complete the project in time for the release of the 2019 CFP.</p> <p>The Terms of Reference were <u>APPROVED</u>.</p>	
<p>Action: R&E, in consultation with partner branches, to review project timelines and revise as needed.</p>	<p>Deadline: Completed</p>
<p>6. Management Response Action Plans (MRAP) Review and Update</p>	<p>Ümit Kiziltan</p>
<p>An update on MRAPs from previous evaluations was presented and briefly discussed.</p> <p>Overall, almost 70% of evaluation MRAP recommendations has been fully implemented or were on track, with several outstanding action items highlighted for PMEC attention.</p> <p>The Committee noted that ADMs are responsible for outstanding recommendations from previous evaluations and requested that a briefing note be drafted, providing an update on progress made in responding to MRAP commitments. The Committee agreed that the note should be provided to the DM in September.</p>	
<p>Action: R&E to coordinate drafting of an MRAP update briefing note to the DM, through ADMOs.</p>	<p>Deadline: Completed</p>

Roundtable/Other Items (update): The Terms of Reference for the Citizenship Program evaluation was approved secretarially by the PMEC on October 17.		Deadline: Completed
Participants	Committee Members: <ul style="list-style-type: none"> ▪ Richard Wex (Chair) ▪ Harpreet Kochhar (absent) ▪ Dawn Edlund ▪ Paul MacKinnon (absent) ▪ Mike MacDonald ▪ David Manicom ▪ Daniel Mills ▪ Zaina Sovani (absent) ▪ Ümit Kiziltan ▪ David Kurfurst ▪ David Hickey (absent) ▪ Matt de Vlieger ▪ Wendy Birkinshaw Malo ▪ Brent McRoberts (absent) ▪ Raymond Kunze ▪ Rachel Porteous ▪ Caroline Fobes (absent) 	Guests and Replacements <ul style="list-style-type: none"> ▪ Tim Foran (SIP) ▪ Valery Brennan (OPPB) ▪ Jack Branswell (Comms) ▪ Lu Fernandes (CPPG) ▪ Mieke Bos (Admissibility) ▪ Karim Virani (Citizenship) ▪ Anique Montambault (Citizenship) ▪ Joanna Nordenstrom (Citizenship) ▪ Ralph Bishop (ADMO Corporate) ▪ Randy Scott (Evaluation) ▪ Archana Bhatt (Evaluation) ▪ Jeslyn Thibedeau (Evaluation) ▪ Brian Diener (Evaluation) ▪ Andrea Richards (DMO)
Note taker	Éric Albert (Evaluation)	



Performance Measurement and Evaluation Committee

Agenda

Monday, June 4, 2018
 10:00 a.m. – 11:00 a.m.
 Grosse-île Boardroom

Time	Item	Lead
10:00 – 10:05	Opening Remarks	Richard Wex
	Approval of Committee Records of Decision Follow-up on Action Items 0.1 Agenda –June 4, 2018 0.2 Record of Decision – April 10, 2018 0.3 Action Items List /Updates	All
10:05 – 10:30	1. Departmental Evaluation Plan 2018-19 to 2022-23 1.1 Departmental Evaluation Summary & Outcomes Survey Plan– deck – <i>INFORMATION</i> 1.2 Departmental Evaluation Plan – <i>APPROVAL</i> 1.3 Departmental Evaluation Plan – 5 Year Schedule – <i>APPROVAL</i> 1.4 Departmental Evaluation Plan – 2 Year Summary - <i>INFORMATION</i>	David Kurfurst
10:30 – 10:50	2. Terms of Reference – Evaluation of the Grant to Quebec 2.1 Terms of Reference Summary – <i>INFORMATION</i> 2.2 Terms of Reference – <i>APPROVAL</i>	David Kurfurst
10:50 – 10:55	3. Program Stocktake Schedule 3.1 Proposed Stocktake schedule – <i>APPROVAL</i>	David Kurfurst
10:55 – 11:00	Closing Remarks / Roundtable	All
Annex Items	4. Evaluation Plan Status Report and PMEC Forward Agenda 4.1 Evaluation Status Report – <i>INFORMATION</i> 4.2 PMEC Forward Agenda – <i>INFORMATION</i>	

<u>Committee Members</u>
Richard Wex (Chair)
Marta Morgan
Paul MacKinnon
Mike MacDonald
David Manicom
Dr. Harpreet Kochhar
Dawn Edlund
Zaina Sovani
Daniel Mills
Rachel Porteous
Ümit Kiziltan
David Kurfurst
Matt de Vlieger
Brent McRoberts
David Hickey
Wendy Birkinshaw Malo
Raymond Kunze (observer)
Caroline Fobes (observer)

IRCC Performance Measurement and Evaluation Committee Meeting

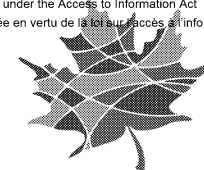
Record of Decisions

June 4, 2018 – 10:00am-11:00am

1. Opening Remarks	Richard Wex
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (April 10, 2018) was <u>APPROVED</u> .	
Action: N/A	
3. Departmental Evaluation Plan 2018-19 to 2022-23	David Kurfurst
Summary: To seek approval of the Departmental Evaluation Plan 2018/19–2022/23.	
Decisions / Roundtable: The Departmental Evaluation Plan was discussed, followed by a review of the proposed timing for evaluations. It was noted that the Plan was developed through extensive consultations across the department, as well as taking into consideration Ministerial priorities and the strategic needs of the department. In addition, the establishment of the new outcomes survey function within the Research & Evaluation Branch was discussed. The Committee reviewed the timing for several particular evaluations, including confirmation of deferring the Atlantic Immigration Pilot evaluation by 1 year in order to obtain more applicants and more outcomes data. It was recommended that the Head of Evaluation and the Chief Audit Executive meet to discuss their division's respective roles with regards to scoping and planning evaluations to ensure complementarity where possible. The Committee <u>APPROVED</u> Departmental Evaluation Plan as presented.	
Action: <ul style="list-style-type: none"> Head of Evaluation and Chief Audit Executive to meet to discuss respective divisional roles and responsibilities. 	Deadline: <ul style="list-style-type: none"> Completed
4. Terms of Reference – Evaluation of the Grant to Quebec	David Kurfurst
Summary: To seek approval of the Terms of Reference for the Evaluation of the Grant to Quebec.	

Decisions / Roundtable: <p>The Terms of Reference for the Evaluation of the Grant to Quebec was presented to the Committee. It was noted that this evaluation is a requirement under the Financial Administration Act (FAA), and it was emphasized that its commitment and focus would be to examine the Grant and not the Canada-Quebec Accord.</p> <p>The Committee considered the timing of the proposed evaluation and potential implications. The scope and approaches were discussed, including a possible role for the Audit branch, which a view to ensuring maximum value and utility for the Department from this evaluation.</p> <p>The Terms of Reference were <u>NOT APPROVED</u>, with the Committee requesting that the scope and approaches to the evaluation be carefully reviewed, further discussed among key internal partners, and returned to the PMEC for approval once revised.</p>			
Action: <ul style="list-style-type: none"> R&E, in consultation with partner branches, to review and revise the Terms of Reference. 			Deadline: <ul style="list-style-type: none"> Completed
5. Program Stocktake Schedule			David Kurfurst
Summary: To present the proposed Program Stocktake Schedule.			
Decisions / Roundtable: <p>The proposed Program Stocktake Schedule was presented to the Committee, highlighting the planned timing for Stocktakes for the 12 Programs in IRCC's DRF Inventory. The schedule is reflective of consultations with the Program Officials and Program Management Tables.</p> <p>It was noted that the first Stocktake (Citizenship Program) would be presented at the next PMEC Meeting. The Committee recognized the importance of the Stocktakes and requested that sufficient discussion time be allocated at the next.</p>			
Action: N/A			Deadline: N/A
Participants	Committee Members: <ul style="list-style-type: none"> Richard Wex (Chair) Harpreet Kochhar Dawn Edlund (absent) Paul MacKinnon (absent) Mike MacDonald (absent) David Manicom Daniel Mills Zaina Sovani Ümit Kiziltan David Kurfurst David Hickey Matt de Vlieger Wendy Birkinshaw Malo Brent McRoberts (absent) 	Guests and Replacements <ul style="list-style-type: none"> Chris Meyers (Finance) Corinne Prince (SIP) Anne Couillard (SIP) Joel Denis (IIR) Chantal Goyette (Evaluation) Heather Moore (Evaluation) Eric Albert (Evaluation) Jessica Schafer (Evaluation) Andrea Richards (DMO) 	

	<ul style="list-style-type: none"> ▪ Raymond Kunze ▪ Rachel Porteous ▪ Caroline Fobes (absent) 	
Note taker	Jessica Schafer (Evaluation)	

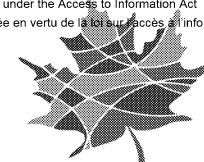


Performance Measurement and Evaluation Committee

April 12, 2019
 9:00 a.m. – 11:00 a.m.
 Grosse-île Boardroom

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents - Hyperlinks
9:00 – 9:05	Opening Remarks	-	-	Lori MacDonald	ROD – March 11, 2019
	Committee Record of Decision and Action Items Follow-up	Approval			
9:05 – 9:45	1. Syrian Outcomes Report	Approval	R&E	David Kurfurst	Deck Outcomes Report
9:45 – 10:15	2. Service Provider Effectiveness Project - Update	Information / Discussion	R&E	David Kurfurst	Deck SPO “scorecard” sample
10:15 – 10:35	3. Departmental Evaluation Plan 2019-24	Approval	R&E	Ümit Kiziltan	Deck Evaluation Plan Summary Evaluation Plan Schedule
10:35 – 10:55	4. Management Response Action Plans (MRAP) Review and Update	Information / Discussion	R&E	Ümit Kiziltan	Deck Annex - MRAP Status Summary
10:55 – 11:00	DMA's Closing Remarks	-	-	Lori MacDonald	-
Standing Items					
Evaluation Status Report PMEC Forward Agenda Horizontal Evaluation Update					





Performance Measurement and Evaluation Committee

April 12, 2019
 9:00 a.m. – 11:00 a.m.
 Grosse-île Boardroom

Committee Members	Replacements	Non-Member Presenters and Observers
Lori MacDonald Paul MacKinnon Dr. Harpreet Kochhar Daniel Mills (absent) David Manicom (absent) Zaina Sovani Mike MacDonald Natasha Kim Rina Lorello Ümit Kiziltan Matt de Vlieger Blair Haddock David Hickey David Kurfurst Rob Canough	Laura DiPaolo	Permanent Observers: Raymond Kunze Caroline Fobes Anik Demers Presenters: David Kurfurst Ümit Kiziltan Observers: Brian Diener (R&E) Chantal Goyette (R&E) Jessica Schafer (R&E) Randy Scott (R&E)



IRCC Performance Measurement and Evaluation Committee Meeting

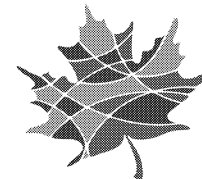
Record of Decisions

April 12, 2019 – 9am-11am

1. Opening Remarks	Lori MacDonald
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (March 11, 2019) was <u>APPROVED</u> .	
Action: N/A	
3. Syrian Outcomes Report	David Kurfurst
Summary: To present the Syrian Outcomes Report for approval.	
Decisions / Roundtable: The Syrian Outcomes Report (SOR) was presented to the Committee, providing an overview of integration outcomes to date and a detailed summary of key findings. The SOR synthesizes the latest and emerging results information and data from a variety of sources to present the Syrian outcomes story to date. The Report highlighted that overall, Syrian integration outcomes have been improving since their arrival in Canada and in many areas are following similar trajectories to other resettled populations. The Committee acknowledged that settlement outcomes take time and that the report presents early and available data. Much of the discussion focused on ensuring the report portrays the rich findings appropriately, particularly around Syrians' economic performance. The Committee requested that certain sections of the report be clarified – namely that the earnings and labour market findings be properly contextualized and that the differences in population characteristics between Syrian refugees and non-Syrians be elaborated. The high profile of the Syrian Initiative and high level of media, Parliamentary and public interest in the results was noted, emphasizing need for a deliberate communications strategy. The Report was <u>APPROVED</u> , with minor changes.	
Action: <ul style="list-style-type: none"> R&E to revise/clarify certain sections of the report. Communications to work with R&E to develop a communications strategy for the report. 	Deadline: <ul style="list-style-type: none"> Completed In progress

4. Service Provider Effectiveness Project	David Kurfurst
Summary: To provide an update of the Service Provider Effectiveness Project for information.	
Decisions / Roundtable: <p>The current status of the Service Provider Effectiveness Project was presented to the Committee. Its objective is to develop a set of agreed-upon indicators with Service Providers, based on existing data sources (e.g.: iCARE, Census, GCS) that will eventually enable a dynamic way to extensively assess and report on SPO performance.</p> <p>It was highlighted that the project is participatory in nature, and that the Evaluation team has been actively working with SIS colleagues as well as a handful of SPOs on piloting this project.</p> <p>The proposed success indicators are broken into eight thematic areas used to measure the unique characteristics and performance of the Service Provider Organizations and the outcomes of their clients. It was noted that using pre-existing data sources ensures that there is little to no additional reporting burden for SPOs. The need to continue to engage with the settlement sector throughout tool development and roll-out was emphasized.</p> <p>The Committee commended the value of the tool and the results information it will provide, and how will be useful in informing SIP Branch and Settlement Network programming. It was requested that the project be brought back to the Committee for a status report prior to the full roll-out.</p>	
Action: <ul style="list-style-type: none"> N/A 	Deadline: <ul style="list-style-type: none"> N/A
5. Departmental Evaluation Plan 2019-24	Ümit Kiziltan
Summary: To present the Departmental Evaluation Plan 2019-24.	
Decisions / Roundtable: <p>The Departmental Evaluation Plan schedule was presented to the Committee, with a focus on the proposed evaluation projects to start over the next two fiscal years (2019/20 – 2020/21). The Plan been developed through extensive consultations across the Department, taking into consideration the strategic needs of the department, as well as Treasury Board commitments and Policy requirements.</p> <p>The Committee agreed with the majority of the evaluation schedule, however requested that the timing for the evaluations of the International Students Program and the International Mobility Program be reviewed and reconsidered.</p> <p>A finalized version of the Plan must be submitted to Treasury Board by June 30th.</p>	
Action: <ul style="list-style-type: none"> R&E to review timing of certain evaluations, consult as needed and revise the Plan 	Deadline: <ul style="list-style-type: none"> Completed

accordingly.			
6. Management Response Action Plans (MRAP) Review and Update			Ümit Kiziltan
Summary: To provide an update on the status of Management Response Action Plans.			
Decisions / Roundtable: An overview of outstanding Management Response Action Plans was presented to the Committee. The number of completed MRAPs has increased since the last major update, with outstanding action items continuing to decrease. It was, however, noted that some of the remaining items have quite been delayed in implementation, but still have a plan for completion. The Committee strongly urged the responsible ADMs to close off the long outstanding MRAP items and to actively monitor and action items and fully implement the recommendations in a timely.			
Action: • N/A			Deadline: • N/A
Participants	Committee Members: <ul style="list-style-type: none"> ▪ Lori MacDonald (Chair) ▪ Paul MacKinnon ▪ Harpreet Kochhar (absent) ▪ Daniel Mills (absent) ▪ David Manicom (absent) ▪ Zaina Sovani (absent) ▪ Mike MacDonald ▪ Natasha Kim ▪ Ümit Kiziltan ▪ Matt de Vlieger ▪ Blair Haddock ▪ David Hickey ▪ David Kurfurst ▪ Rob Canough ▪ Raymond Kunze (absent) ▪ Caroline Fobes ▪ Anik Demers 	Guests and Replacements <ul style="list-style-type: none"> ▪ Laura Di Paulo (SN) ▪ Julie Chassé (Finance) ▪ Mathieu Trembley (IAAB) ▪ Christina Shumacher (OPPB) ▪ Lilian Thomas (OPPB) ▪ Omar Subhani (TDSS) ▪ Rina Lorello (TDSS) ▪ Brian Diener (Evaluation) ▪ Chantal Goyette (Evaluation) ▪ Randy Scott (Evaluation) ▪ Jeslyn Thibedeau (Evaluation) ▪ Jessica Schafer (Evaluation) 	
Note taker	Jessica Schafer (Evaluation)		



Performance Measurement and Evaluation Committee

August 7, 2019
 2:30 p.m. – 4:00 p.m.
 Grosse-île Boardroom

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents - Hyperlinks
2:30 – 2:35	Opening Remarks	-	All	Lori MacDonald	ROD - June 19, 2019
	Committee Record of Decision and Action Items Follow-up	Approval			
2:35 – 3:05	1. Evaluation of Biometrics (Steady State) and Immigration Information Sharing (IIS) with the US	Approval	R&E	David Kurfurst Raymond Kunze	Deck Evaluation Report MRAP
3:05 – 3:30	2. Express Entry Evaluation - Preliminary Findings from IMDB and Survey Analysis	Information	R&E	David Kurfurst	Deck
3:30 – 3:55	3. Neutral Assessment of the Evaluation and Performance Measurement Functions	Approval	R&E	David Kurfurst	Deck MRAP Report
3:55 – 4:00	DMA's Closing Remarks	Discussion	All		-
Annex Items					
Evaluation Status Report PMEC Forward Agenda Horizontal Evaluation Update					

Performance Measurement and Evaluation Committee

Committee Members	Replacements	Non-Member Presenters and Observers
Lori MacDonald Dr. Harpreet Kochhar Daniel Mills (absent) Laura DiPaolo Zaina Sovani (absent) Mike MacDonald Natasha Kim (absent) Ümit Kiziltan (absent) Matt de Vlieger Susan Greene Blair Haddock (absent) David Hickey (absent) David Kurfurst	Julie Chassé Fraser Valentine Hubert Laferriere	Permanent Observers: Vivian Chu (on behalf of Mieke Bos) Matina Karvellas (on behalf of Caroline Fobes) Anik Demers Rob Canough Presenters: Raymond Kunze (IPG) External Consultant) Observers: Zak Keeping (R&E) Karine Begine (R&E) Eric Albert (R&E) Laure Lafrance (R&E) Tanya Knight (Evaluation of Biometrics) David Cashaback (EE Evaluation)

IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

August 7, 2019
2:30 p.m. - 4:00 p.m.

1. Opening Remarks	Lori MacDonald
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (June 19, 2019) was <u>APPROVED</u> .	
Action: N/A	
3. Evaluation of Biometrics (Steady State) and Immigration Information Sharing (IIS) with the United States	David Kurfurst
Summary: To seek approval of the Evaluation of Biometrics (Steady State) and IIS with the United States and corresponding Management Response Action Plan (MRAP).	
Decisions / Roundtable: <p>The key evaluation findings from the Evaluation of Biometrics (Steady State) and IIS with the United States were presented and discussed, followed by a review of the MRAP items. The evaluation focused on ongoing operations of these two initiatives with a view to informing the Biometrics Expansion.</p> <p>Overall, the evaluation found that the two initiatives are well aligned with domestic and international security priorities and that both contribute to strengthened identity management and decision-making, largely at the application stage, for Canada's TR and refugee programs.</p> <p>The evaluation also revealed some challenges with respect to functional guidance and systems support, as well as some potential opportunities for strengthening certain information sharing with partners.</p> <p>The discussion largely focused on developing a strong communication strategy for the report's eventual release, citing the sensitive nature of Biometrics and Information-Sharing and the domestic and international stature of both initiatives. Specifically, the Committee indicated the need to provide more context on certain slides, including adding more details regarding some of the challenges presented in the evaluation. The Committee requested that the report be refined with respect to qualifying and quantifying conclusions drawn on functional guidance, systems and integrity, and also asked that the corresponding recommendations text be made more concise.</p> <p>It was also confirmed that the partner organizations, CBSA and RCMP, has reviewed and approved the report and MRAP at senior levels.</p> <p>The Evaluation report was <u>NOT APPROVED</u>, with the Committee requesting revisions to the presentation deck, to be provided to PMEC for approval. However the corresponding MRAP was <u>APPROVED</u>, pending the updated deck and any corresponding changes to the report.</p>	

Action: <ul style="list-style-type: none"> • R&E to revise the deck to reflect PMEC feedback, and make corresponding changes to the evaluation report as needed. • R&E to update the MRAP based on changes to the report. • Revised version to be circulated to PMEC for secretarial approval. 	Deadline: <ul style="list-style-type: none"> • Completed • Completed • In progress
4. Express Entry Evaluation – Preliminary Findings from IMDB and Survey Analysis	David Kurfurst
Summary: To present preliminary findings from the Evaluation of Express Entry's IMDB and survey analysis.	
Decisions / Roundtable: An update was presented to on preliminary findings from the Evaluation of Express Entry. The findings centred on comparing initial outcomes of economic immigrants filtered through Express Entry to economic immigrants not admitted through Express Entry. The Committee was reminded that these are early findings based on two key lines of evidence, but that additional, detailed analysis was ongoing that will provide even greater insight into the factors influence Express Entry candidates' performance. Among the key outcomes areas, the preliminary analysis indicates that economic immigrants admitted through Express Entry are performing better than their counterparts – having higher employment incidence rates and earnings. Moreover, Express Entry economic immigrants are finding work in their primary occupation and securing this work faster than their 'non-Express Entry' counterparts. The discussion centred around the desire to have more understanding and analysis of the impact of changes to the Comprehensive Ranking System on economic outcomes – noting that this work was underway and will form part of the final report. The Committee also noted the need to delve into gender and country of origin differences highlighted by these early findings. Preliminary results are planned for presentation to Policy Committee shortly.	
Action: <ul style="list-style-type: none"> • N/A 	Deadline: <ul style="list-style-type: none"> • N/A
5. Neutral Assessment of the Evaluation and Performance Measurement Functions	Michel Laurendeau
Summary: To seek approval of the Neutral Assessment of the Evaluation and Performance Measurement Functions and corresponding Management Response Action Plan (MRAP).	

Decisions / Roundtable:

Findings from the Neutral Assessment and the resulting MRAP were presented to the Committee by Michel Laurendeau, the external consultant who conducted this assessment for IRCC.

Overall, the results showed that the Evaluation and Performance Measurement (EPM) units are well-established, have provided high quality, timely work (evidence, findings, PM support) that exerts strong influences on policy development and program management, and have been effective in support of Program Officials.

The assessment identified several opportunities for EPM functions, including further strengthening performance measurement integration into the Department's culture, bringing forward PMEC updates to other departmental committees, and ensuring that the IRCC's data governance and data strategy work are supporting Program Officials. Committee members noted strength of the functions and commended EPM's work.

The Committee APPROVED the Evaluation report and the Committee APPROVED the MRAP.

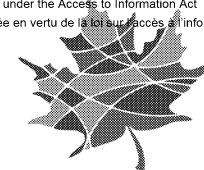
Action:

- The EPM team to implement the Neutral Assessment recommendations.

Deadline:

- Ongoing

Participants	Committee Members:	Guests and Replacements
	<ul style="list-style-type: none"> Lori MacDonald (Chair) Fraser Valentine Zaina Sovani Mike MacDonald Susan Greene David Kurfurst Mieke Bos Harpreet Kochhar (absent) Daniel Mills (absent) Natasha Kim (absent) Ümit Kiziltan (absent) Blair Haddock (absent) David Hickey (absent) Rob Canough (absent) Caroline Fobes (absent) Anik Demers (absent) 	<ul style="list-style-type: none"> (external consultant) Tanya Knight (IPG) Corinne Prince (SIP) Hubert Laferriere (OPPB) Raymond Kunze (IPG) Matina Karvellas (Legal) Emanuelle Deault-Bonin (Admissibility) David Cashaback (IB) Line Patry (Comms) Karine Hopper (DMO) Kevin McGillivray (SPPB) Julie Chassé (Finance) Cédric de Chardon (R&E) Chantal Goyette (R&E) Heather Moore (R&E) Laure Lafrance (R&E) Éric Albert (R&E)
Note taker	Zachary Keeping (R&E)	

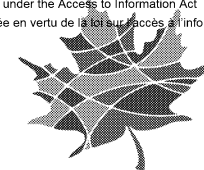


Performance Measurement and Evaluation Committee

December 11, 2019
 1:30 p.m. – 3:30 p.m.
 Grosse Île Boardroom

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents - Hyperlinks
1:30 – 1:35	Opening Remarks	-	-	Lori MacDonald	ROD - October 15, 2019
	Committee Record of Decision and Action Item Follow-up	Approval			
1:35 – 2:15	1. Citizenship Program Stocktake	Discussion	Citizenship	Alec Attfield	Deck Placemat
2:15 – 2:50	2. Family Reunification Program Stocktake	Discussion	IB	Matt de Vlieger	Deck
2:50 – 3:00	3. Updates to Departmental Evaluation Plan	Approval	R&E	David Kurfurst	Deck Document
3:00 – 3:25	4. 2020-21 IRCC Departmental Results Framework Indicator Targets	Approval	SPPB	Samantha McDonald	Deck
3:25 – 3:30	DMA's Closing Remarks	Discussion	-	Lori MacDonald	-
Annex Items					
Evaluation Plan Status Report and PMEC Forward Agenda <ul style="list-style-type: none"> Evaluation Status Report PMEC Forward Agenda Horizontal Evaluation Update Francophone Immigration Strategy PIP – For information only: EN & FR 					





Performance Measurement and Evaluation Committee

December 11, 2019
 1:30 p.m. – 3:30 p.m.
 Grosse Île Boardroom

Committee Members	Replacements	Non-Member Presenters and Observers
Lori MacDonald Natasha Kim Dr. Harpreet Kochhar Daniel Mills Fraser Valentine Zaina Sovani Mike MacDonald Mieke Bos Samantha McDonald Ümit Kiziltan David Hickey David Kurfurst		<p>Permanent Observers: Martin Rubenstein Caroline Fobes Anik Demers Susan Greene</p> <p>Presenters: Alec Attfield (Citizenship) Matt de Vlieger (IB)</p> <p>Observers: Randy Scott (R&E) Jessica Schafer (R&E) Laure Lafrance (R&E) Carolyn Konopski (R&E)</p>



IRCC Performance Measurement and Evaluation Committee Meeting

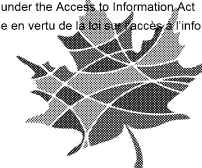
Record of Decisions

December 11, 2019 – 1:30pm-3:30pm

1. Opening Remarks	Lori MacDonald
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	Lori MacDonald
Summary: The previous ROD (October 15, 2019) was <u>APPROVED</u> .	
3. Citizenship Program Stocktake	Alec Attfield Michèle Kingsley
Summary: To present the Citizenship Program Stocktake for discussion.	
Decisions / Roundtable: The Citizenship Program stocktake was presented to the Committee, noting this was their second stocktake at the PMEC. The presentation provided an update on the performance of the Citizenship Program, as well as describing the current pressures and legislative context facing the program. One of the key discussion themes was around access and barriers to citizenship, as well as rising application volumes, program integrity, and data needs/gaps. In addition, the Program's ultimate outcomes and concepts of the value and meaning of citizenship were reviewed. Overall, the Committee acknowledged the multitude of factors that influence citizenship decisions and the impact that volumes and operational realities have on effective program delivery. Citizenship modernization activities were also highlighted, as well as the various evaluation and research efforts supporting program analysis and directions. The Committee also reinforced the need to stay aligned with the departmental transformation agenda, as digitization and related efforts will greatly improve Citizenship Program delivery and client experiences.	
Action: <ul style="list-style-type: none"> N/A 	Deadline: <ul style="list-style-type: none"> N/A
4. Family Reunification Program Stocktake	Matt de Vlieger
Summary: To present the Family Reunification Program Stocktake for discussion.	

<p>Decisions / Roundtable: The Family Reunification Program stocktake was presented to the Committee, providing an assessment of the current health of the Program, along with results from some key outcomes areas.</p> <p>The stocktake highlighted how Family Class immigration is strongly interconnected with other immigration programs, is high profile, and faces high levels public interest and resultant application volumes. The Program has been meeting targets and service standards and backlogs have been reduced, and overall, Family Class immigrants and sponsors are benefiting from reunification and also contributing to Canada's prosperity.</p> <p>The stocktake also identified the need for more in-depth research about the non-economic impacts of family reunification, as well as certain areas of strengthening for the program PIP, such as adding an outcome and new indicators for assessing client understanding of program eligibility and application processes.</p> <p>Ongoing and upcoming Program enhancements and the series of very rich, informative stocktake annexes were also noted.</p>	
<p>Action:</p> <ul style="list-style-type: none"> N/A 	<p>Deadline:</p> <ul style="list-style-type: none"> N/A
<p>5. Updates to the 2019 Departmental Evaluation Plan</p>	<p>David Kurfurst</p>
<p>Summary: A mid-year update of the 2019 Departmental Evaluation Plan (DEP) was presented.</p>	
<p>Decisions / Roundtable: A mid-year update of the 2019 DEP highlighted the projects currently underway, as well as the evaluations slated to begin this fiscal year. Based on Treasury Board requirements, departmental and program area strategic evidence needs, and resource realignment and capacity within the Evaluation Division, several additional evaluations were proposed to be added/moved up in the 2019 DEP, including reviews of Memberships in International Organizations, the International Migration Capacity Building Program (IMCBP), and Settlement Workers in Schools (SWIS).</p> <p>The Committee requested that further discussion and branch consultation take place regarding the scope and timing of a possible Resettlement evaluation, given policy work and other activities taking place on this program. Some additional suggestions for evaluation projects were also proposed, which will be reviewed as part of the broader 2020-21 DEP consultations in Q4.</p>	
<p>Action:</p> <ul style="list-style-type: none"> R&E to consult with relevant policy branches to better define the scope and timing for a potential Resettlement Program evaluation 	<p>Deadline:</p> <ul style="list-style-type: none"> Q4 / in progress
<p>6. 2020-21 IRCC Departmental Results Framework Indicator Targets</p>	<p>Samantha McDonald</p>

Summary: This item was deferred to a future PMEC meeting.		
Decisions / Roundtable: N/A		
Action: <ul style="list-style-type: none"> Item to be discussed at an upcoming PMEC meeting. 		Deadline: <ul style="list-style-type: none"> Future meeting
Participants	Committee Members: <ul style="list-style-type: none"> Lori MacDonald (Chair) Harpreet Kochhar (absent) Fraser Valentine (absent) Daniel Mills (absent) Zaina Sovani (absent) Mike MacDonald Natasha Kim Mieke Bos Samantha McDonald Ümit Kiziltan Blair Haddock David Hickey David Kurfurst Caroline Fobes Martin Rubenstein (absent) Susan Greene Anik Demers 	Replacements <ul style="list-style-type: none"> Laura Di Paolo (for Fraser Valentine) Julie Chassé (for Daniel Mills) Rina Lorello (for Zaina Sovani) Guests <ul style="list-style-type: none"> Matt de Vlieger (IB) Katarina Stephenson (IB) Julie Schoenherr (IB) Alec Attfield (Citizenship) Karim Virani (Citizenship) Michèle Kingsley (CPPG) Carolyn Konopski (SPP) Randy Scott (Evaluation) Jessica Schafer (Evaluation) Abram Deighton (Evaluation)
Note taker	Miary Yamamoto (Evaluation)	



Performance Measurement and Evaluation Committee

January 31, 2019
 2:30 p.m. – 4:30 p.m.
 Grosse-île Boardroom

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents - Hyperlinks
2:30 – 2:35	DMA's Opening Remarks	-	-	Lori MacDonald	ROD - 2018-12-05 Action Items
	Committee Record of Decision Action Items Follow-up	Approval			
2:35 – 3:15	1. Settlement Program Stocktake	Information / Discussion	SIS	David Manicom	Deck
3:15 – 3:45	2. Evaluation of the International Experience Canada (IEC) Program	Approval	R&E	David Kurfurst Clark Goodman	Deck Report Action Plan
3:45 – 4:00	3. Terms of Reference – Neutral Assessment of the Evaluation Function	Approval	R&E	Ümit Kiziltan	Summary TOR
4:00 – 4:20	4. Departmental Results Framework Targets	Approval	SPP	Matt de Vlieger	Deck Visitor, Student & TW Worksheet Immigrant & Refugee Worksheet Citizenship & Passport Worksheet
4:20 – 4:30	DMA's Closing Remarks	-	-	Lori MacDonald	-
Standing Items					
Evaluation Status Report PMEC Forward Agenda					



Committee Members	Replacements	Non-Member Presenters and Observers
Lori MacDonald Paul MacKinnon (absent) Dr. Harpreet Kochhar Daniel Mills David Manicom Zaina Sovani (absent) Mike MacDonald Natasha Kim Rina Lorello Ümit Kiziltan Matt de Vlieger Serge Joly David Hickey David Kurfurst Rob Canough	Darren Uchman	Presenters/Observers: Clark Goodman (Item 2) David Cashaback (Item 2) Permanent Observers: Raymond Kunze (Absent) Caroline Fobes Anik Demers

IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

January 31, 2019 – 2:30pm-4:30pm

1. Opening Remarks	Lori MacDonald
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (December 5, 2018) was <u>APPROVED</u> .	
Action: N/A	
3. Evaluation of the International Experience Canada Program	David Kurfurst Clark Goodman
Summary: To seek approval of the Evaluation of the International Experience Canada (IEC) Program and Management Response Action Plan (MRAP).	
Decisions / Roundtable: Key findings from the Evaluation of the IEC Program were presented, followed by a review of the management response action plan items. Overall, the evaluation noted that the IEC Program is meeting a continued need to facilitate youth mobility, and has been effectively supporting Canada's international, economic and social interests and strengthened Canada's relationships with partner countries. Both foreign and Canadian youth who participated in the program reported gaining beneficial cultural and professional experiences. The evaluation found areas for improvement, notably regarding the limited ability to collect data on Canadian IEC participants, the need for additional research on exact labour market impact of the program, relatively low awareness of the program among Canadian youth, and a lack of clarity of reciprocity objectives. These issues were reflected in recommendations put forward by the report. The Committee agreed with the recommendations and action items, with some minor wording changes. The Committee <u>APPROVED</u> the Evaluation report. The MRAP was <u>APPROVED</u> , pending minor changes.	
Action: <ul style="list-style-type: none"> IB, with R&E, to revise the MRAP. R&E to draft information note for MINO regarding the evaluation findings and posting date. 	Deadline: <ul style="list-style-type: none"> Completed In progress

4. Settlement Program Stocktake	David Manicom
Summary: To present the Settlement Program Stocktake.	
Decisions / Roundtable: <p>The Settlement Program Stocktake was presented, providing an overview of the program's performance, focusing the discussion on three of the program's immediate outcomes.</p> <p>The stocktake described the many services within the Settlement program and its complexity and the many partners that play a role in supporting and delivering settlement services. It also highlighted the extensive program data that is available from a variety of sources - iCARE, IMDB linked data, an annual outcomes survey - all which support the monitoring and results reporting for Program.</p> <p>Some challenges with the Program were noted, including the need to conduct more analysis and research to more deeply understand program and client outcomes, as well as the attribution challenges, especially looking at the differences between non-clients and clients. However, the Program is well-positioned due to those expanding data sets information and increasing resources dedicated to outcomes analysis</p> <p>Part of the discussion also focused on the connection between the Settlement program and resettlement and asylum and the need to continue to strengthen those connections.</p>	
Action: <ul style="list-style-type: none"> N/A 	Deadline: <ul style="list-style-type: none"> N/A
5. Terms of Reference – Neutral Assessment of the Evaluation Function	Ümit Kiziltan
Summary: To seek approval of the Terms of Reference for the Neutral Assessment of the Evaluation Function.	
Decisions / Roundtable: <p>The Terms of Reference for the Neutral Assessment of the Evaluation Function was presented to the Committee.</p> <p>The scope and proposed approaches for this evaluation were briefly presented, highlighting the TBS Policy on Results requirement to complete an assessment. The Assessment will be conducted by an external contractor to ensure neutrality, with the support of IRCC's Internal Audit Division. The Committee acknowledged the importance of an Assessment to identify lessons and opportunities for improvement the Evaluation Function.</p> <p>The Terms of Reference was <u>APPROVED</u>.</p>	
Action: N/A	Deadline: N/A

6. Departmental Results Framework Targets		Matt de Vleiger
Summary: To seek approval of the Departmental Results Framework (DRF) level-indicator targets to be included in the 2019-20 Departmental Plan.		
Decisions / Roundtable: The DRF targets, including those proposed for revisions, for 2019-20 were presented to the Committee. Background on the DRF and Program level indicator and target-setting was provided, along with a reminder that these are publically reporting and will be included in the Departmental Plan. It was noted that these targets were provided to Treasury Board, but this will be the first year that the Department will be assessed on them. Several targets were proposed for revision, based new baseline data in some cases, as well as thorough discussions with Program Officials. Revisions were approved, and the Committee had a detailed discussion about the importance of these public-facing indicators and targets and the need to tell the immigration story as accurately and fairly as possible. The Committee also acknowledged that there is room to strengthen some of the indicators and targets and highlighted the need to start these discussions promptly to ensure that the Department has the best measures for the DRF and it programs for future reporting.		
Action: SPP to begin discussions with Program Officials and Program Management Table to review DRF indicators and targets for 2020-21.		Deadline: Q3 2019/20
Participants	Committee Members: <ul style="list-style-type: none"> ▪ Lori MacDonald (Chair) ▪ Harpreet Kochhar ▪ Paul MacKinnon (absent) ▪ Mike MacDonald (absent) ▪ David Manicom ▪ Daniel Mills (absent) ▪ Natasha Kim ▪ Zaina Sovani (absent) ▪ Ümit Kiziltan ▪ David Kurfurst ▪ David Hickey ▪ Matt de Vlieger ▪ Raymond Kunze (absent) ▪ Caroline Fobes ▪ Rina Lorello ▪ Serge Joly (absent) ▪ Rob Canough ▪ Anik Demers 	Guests and Replacements <ul style="list-style-type: none"> ▪ Clark Goodman (IB) ▪ David Cashaback (IB) ▪ Colleen Dempsey (IB) ▪ Julie Chassé (Finance) ▪ Marc André Roy (Citizenship) ▪ Alison Little-Fortin (CPPG) ▪ Mathieu Trembley (IAAB) ▪ Fraser Valentine (RAB) ▪ Mieke Bos (Admissibility) ▪ Darren Uchman (Major Projects) ▪ Kevin McGillivray (SPP) ▪ Carolyn Konopski (SPP) ▪ Anne Couillard (SIP) ▪ Chantal Goyette (Evaluation) ▪ Brian Diener (Evaluation) ▪ Jeslyn Thibedeau (Evaluation) ▪ Eric Albert (Evaluation) ▪ Jessica Schafer (Evaluation)
Note taker	Jessica Schafer (Evaluation)	



Performance Measurement and Evaluation Committee

June 19, 2019
 1:30 p.m. – 3:00 p.m.
 Grosse-île Boardroom

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents - Hyperlinks
1:30 – 1:35	Opening Remarks	-	-	Lori MacDonald	ROD - April 12, 2019
	Committee Record of Decision and Action Items Follow-up	Approval			Action Items
1:35 – 2:20	1. Visitors Program Stocktake	Information / Discussion	Admiss	Tina Matos	Deck
2:20 – 2:40	2. Terms of Reference - Evaluation of the Atlantic Immigration Pilot (AIP)	Approval	R&E	David Kurfurst	Terms of Reference Summary Terms of Reference
2:40 – 2:50	3. Management Response Action Plans (MRAP) - Update	Information	R&E	Ümit Kiziltan	Deck
2:50 – 3:00	DMA's Closing Remarks	-	-	Lori MacDonald	-
Standing Items					
Evaluation Status Report PMEC Forward Agenda Horizontal Evaluation Update					

Committee Members	Replacements	Non-Member Presenters and Observers
Lori MacDonald Paul MacKinnon Dr. Harpreet Kochhar (absent) Daniel Mills (absent) Laura DiPaolo (absent) Zaina Sovani (absent) Mike MacDonald (absent) Natasha Kim Ümit Kiziltan Susan Greene Blair Haddock (absent) David Hickey David Kurfurst Rob Canough	Oliver Jacques Bob Lanouette & Julie Chassé Tim Foran Omar Subhani	Permanent Observers: Mathieu Tremblay (on behalf of Mieke Bos) Caroline Fobes Anik Demers Presenters: Tina Matos (Admiss) Observers: Jessica Schafer (R&E) Randy Scott (R&E) Laure Lafrance (R&E)



IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

June 19, 2019
2:00 p.m. - 3:00 p.m.

1. Opening Remarks	Lori MacDonald
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	Ümit Kiziltan
<p>Summary: The Committee was updated regarding an item from the previous meeting:</p> <ul style="list-style-type: none"> The Syrian Outcomes Report is under going final revisions, with a revised publishing date of July 19, 2019. <p>The ROD was <u>APPROVED</u>.</p>	
Action: N/A	
3. Visitors Program Stocktake	Tina Matos
<p>Summary: To present the Visitors Program stocktake for discussion.</p>	
<p>Decisions / Roundtable: The Visitors Program stocktake was presented to the Committee, providing an overview of program outcomes to date and a detailed summary of key issues for consideration.</p> <p>The Stocktake analysed and reported on Program results relating to facilitation, managed migration, and economic and social contributions to Canada. It detailed the operational context facing the program and highlighted three issue areas: the rapidly increasing volumes of visitor applications, program integrity, and managing client service and expectations in the face of complex, growing program. The stocktake also outlined some activity areas that will support program effectiveness moving forward, such as digital solutions and revisiting the approach to health screening of visitors.</p> <p>The need to review and update the program indicators was raised, emphasizing the importance of data collection and regular results reporting. The Committee noted the value of program stocktakes and requested that results information, operational perspectives, and policy considerations be balanced in upcoming stocktakes.</p>	
<p>Action:</p> <ul style="list-style-type: none"> N/A 	<p>Deadline:</p> <ul style="list-style-type: none"> N/A
4. Terms of Reference – Evaluation of the Atlantic Immigration Pilot	David Kurfurst
<p>Summary: To present the Terms of Reference (TOR) for the Evaluation of the Atlantic Immigration Pilot for approval.</p>	
<p>Decisions / Roundtable: The Terms of Reference for the Evaluation of the Atlantic Immigration Pilot (AIP) was presented to the Committee for approval. The scope, key questions and lines of evidence were outlined, emphasizing the focus areas for the evaluation: early Pilot outcomes, client retention, integrity, and the contributions of the AIP design</p>	

to results. The comprehensive methodology will include surveys or interviews with key Pilot stakeholders – employers, provinces and service providers, in addition to clients themselves.

The Committee highlighted retention as an important aspect for the evaluation, as well as assessing the impacts of the Pilot's unique aspects - primarily the settlement plan and job offer requirements. The Committee also acknowledged that it would early to fully report on certain outcomes, such as economic integration, however understanding results and challenges thus far will be key to informing future AIP directions.

The TOR was APPROVED.

Action: <ul style="list-style-type: none"> N/A 	Deadline: <ul style="list-style-type: none"> N/A
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5. Management Response Action Plan (MRAP) Update	Ümit Kiziltan
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Summary:

To provide an update on the status of Management Response Action Plans.

Decisions / Roundtable:

A brief status report on outstanding Management Response Action Plans was presented to the Committee. The number of overall outstanding MRAP action items has decreased, as two had been recently closed off, and another will be completed shortly.

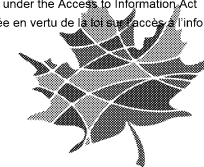
The next MRAP review and update will take place in the Fall.

Action: N/A	Deadline: <ul style="list-style-type: none"> N/A
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Participants	Committee Members: <ul style="list-style-type: none"> Lori MacDonald (Chair) Paul MacKinnon (absent) Harpreet Kochhar (absent) Daniel Mills (absent) Laura Di Paulo Zaina Sovani (absent) Mike MacDonald (absent) Natasha Kim Ümit Kiziltan Susan Greene (absent) Blair Haddock (absent) David Hickey David Kurfurst Rob Canough Mieke Bos (absent) Caroline Fobes Anik Demers 	Guests and Replacements <ul style="list-style-type: none"> Randy Scott (R&E) Jessica Schafer (R&E) Laure Lafrance (R&E) Eric Albert (R&E) Miary Yamamoto (R&E) Tina Matos (Admissibility) Maureen Tsai (Admissibility) Patrick Henault (Admissibility) Kaitlin Short (Admissibility) Matt De Vlieger (IB) Lara Dyer (IB) Olivier Jacques (IN) Julie Chase (Finance) Omar Subhani (TDSS) Mathieu Tremblay (IAAB) Carolyn Konopski (SPP)
Note taker	Miary Yamamoto (R&E)	

Performance Measurement and Evaluation Committee

March 11, 2019
 1:30 p.m. – 3:00 p.m.
 Grosse-île Boardroom



Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents - Hyperlinks
1:30 – 1:35	DMA's Opening Remarks	-	-	Lori MacDonald	ROD - 2019-01-31
	Committee Record of Decision	Approval			
1:35 – 2:15	1. Temporary Workers Program Stocktake	Information / Discussion	IB	David Cashaback	Deck
2:15 – 2:55	2. International Students Program Stocktake	Information / Discussion	IB	David Cashaback	Deck
2:55 – 3:00	DMA's Closing Remarks	-	-	Lori MacDonald	-
Standing Items					
Evaluation Status Report PMEC Forward Agenda					

Committee Members	Replacements	Non-Member Presenters and Observers
Lori MacDonald Paul MacKinnon (Absent) Dr. Harpreet Kochhar (Absent) Daniel Mills (Absent) David Manicom Zaina Sovani (Absent) Mike MacDonald Natasha Kim Rina Lorello Ümit Kiziltan Matt de Vlieger Serge Joly David Hickey David Kurfurst Robert Canough	Alain Desruisseaux Julie Chassé Nancy Violette-Fehr	Presenter/Observers: David Cashaback (Presenter: Item 1 & 2) Randy Scott (Observer) Robert Nasrallah (Observer) Katarina Stephenson (Observer) Maureen Tsai (Observer) Permanent Observers: Raymond Kunze (Absent) – Vivian Chu Caroline Fobes Anik Demers

IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

March 11, 2019 – 1:30 p.m. - 3:00 p.m.

1. Opening Remarks	Lori MacDonald
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (January 31, 2019) was <u>APPROVED</u> .	
Action: N/A	
3. Temporary Workers Program Stocktake	Jordan Thompson
Summary: To present the Temporary Workers Program stocktake.	
Decisions / Roundtable: The Temporary Workers Program Stocktake was presented, providing an overview of the program's performance and focusing the discussion on three of the program's immediate outcomes. The stocktake described the various components of the Temporary Workers Program, highlighting some key statistics, such as the continually growing number of Open Work Permit holders, and the fact that the Labour Market Assessment component of the program (ESDC-led) constitutes just 18% of permits issued. Discussions cited the flexibility of the program as a strength, but also the challenges of developing and administering over 40 exemptions. In addition, while there is solid performance information available on the program's operational and immediate results, there is a need for additional outcomes information to fully understand the longer term impacts of temporary workers on the Canadian labour market as well as getting stronger data around their social and cultural impacts. The recent increasing integrity and compliance activities taking place throughout the program were also noted. The Committee commended the clarity of the presentation and recommended that the Program focus on reconfirming its policy objectives while considering how the useful stocktake could be used for transition advice.	
Action: <ul style="list-style-type: none"> N/A 	Deadline: <ul style="list-style-type: none"> N/A
4. International Students Program Stocktake	Lisa Hogan
Summary: To present the International Students Program Stocktake.	
Decisions / Roundtable: The International Students Program Stocktake was presented, providing an overview of program results and focusing the discussion on four of the program's immediate outcomes, as well as two intermediate outcomes.	

<p>Overall performance has been positive, with most program outcomes considered ‘on track’, though some challenges remain in the area of ‘active pursuit of studies’ for international students, as there are gaps in fully reporting back fully. Other areas of attention for the Program include transitions to permanent residence and its impact on Levels space, the K-12 population, and the “quality vs. quantity” debate.</p> <p>Moving forward, the Committee advised the Program to review the program integrity risk areas and program compliance, and to put some focus on the K-12 population. The Committee also praised the richness of the data and results information in the stocktake.</p>			
Action: <ul style="list-style-type: none"> N/A 			Deadline: <ul style="list-style-type: none"> N/A
Participants	Committee Members: <ul style="list-style-type: none"> Lori MacDonald (Chair) Harpreet Kochhar (absent) Paul MacKinnon (absent) Mike MacDonald (absent) David Manicom Daniel Mills (absent) Natasha Kim Zaina Sovani (absent) Ümit Kiziltan David Kurfurst David Hickey Matt de Vlieger Raymond Kunze (absent) Caroline Fobes Rina Lorello (absent) Serge Joly (absent) Rob Canough Anik Demers 	Guests and Replacements <ul style="list-style-type: none"> Julie Chassé (Finance) Marc André Roy (Citizenship) Vivian Chu (IAAB) Fraser Valentine (RAB) Ralph Bishop (Major Projects) Kevin McGillivray (SPP) Alain Desruisseau (Ops/IRGB) Robert Nasrallah (IB) Lisa Hogan (IB) Jordan Thompson (IB) Alda Kokallaj (IB) Elizabeth MacDonald (IB) Angie Laroque (IB) Jessica Schafer (Evaluation) 	
Note taker	Jessica Schafer (Evaluation)		



Performance Measurement and Evaluation Committee

October 15, 2019
 3:30 p.m. – 5:00 p.m.
 JETS B2133

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents - Hyperlinks
3:30 – 3:40	DMA's Opening Remarks	-	-	Lori MacDonald	ROD - August 7, 2019
	Committee Record of Decision and Action Items Follow-up	Approval			
	Revised Biometrics and IIS Evaluation	Approval	R&E	Ümit Kiziltan	Deck MRAP
3:40 – 4:15	1. Evaluation of the Grant to Quebec	Approval	R&E	David Kurfurst Tim Foran	EN Deck FR Deck Report MRAP
4:15 – 4:25	2. Internal Audit of Data Governance - Update	Information	IAAB	Mieke Bos	Verbal Update
4:25 – 4:55	3. Draft Departmental Data Strategy	Discussion	R&E	Blair Haddock Omar Subhani Ümit Kiziltan	Deck Report
4:55 – 5:00	DMA's Closing Remarks	Discussion	-	Lori MacDonald	-
Annex Items					
Evaluation Status Report PMEC Forward Agenda Horizontal Evaluation Update					





Performance Measurement and Evaluation Committee

October 15, 2019
 3:30 p.m. – 5:00 p.m.
 JETS B2133

Committee Members	Replacements	Non-Member Presenters and Observers
Lori MacDonald Dr. Harpreet Kochhar Daniel Mills (absent) Fraser Valentine (absent) Zaina Sovani Natasha Kim Mike MacDonald Ümit Kiziltan Samantha McDonald Blair Haddock David Hickey David Kurfurst	Julie Chassé Laura Di Paolo	Permanent Observers: Mieke Bos Caroline Fobes Anik Demers Susan Greene Presenters: Tim Foran (SIP) Omar Subhani (DS) Observers: Natalie Theriault (IIR) Vesna Radulovic (SIP) Heather Moore (R&E) Eric Albert (R&E) Francis Lacasse (R&E)



IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

October 15, 2019
3:30 p.m. – 4:30 p.m.

Opening Remarks	Lori MacDonald
Welcome and introductory remarks from the Associate Deputy Minister.	
Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (August 7, 2019) was <u>APPROVED</u> . The revised deck on the Evaluation of Biometrics (Steady State) and Canada-US Immigration Information Sharing (IIS) initiatives was presented, highlighting key changes. Corresponding changes to report were minor. It was noted that the MRAP was also slightly revised to tighten up some of the action items.	
Action: <ul style="list-style-type: none"> DMA to review and provide final approval secretariially. 	Deadline: Completed
1. Evaluation of the Grant to Quebec	David Kurfurst
Summary: To seek approval of the Evaluation of the Grant to Quebec and corresponding Management Response Action Plan (MRAP).	
Decisions / Roundtable: <p>The key evaluation findings from the Evaluation of the Grant to Quebec were presented and discussed. The Committee was reminded that Quebec (MIFI) declined to participate in the evaluation.</p> <p>Overall, the evaluation found that the reception and integration services provided to newcomers in Quebec generally met the Grant conditions in relation to requirements (a) and (b) of the Accord during the period under review. However, these conditions are not well defined and there is a lack of common criteria and information needed for a more precise analysis of the extent to which the conditions have been satisfied. Improved data would permit a deeper analysis in the comparative studies and would make possible the systematic assessment of the services offered in the two jurisdictions in relation to these requirements.</p> <p>The discussion largely focused on the recommendation and actions items, highlighting the likely reluctance of the Quebec government in agreeing to collaborate with IRCC on the development of a new framework or approach to analysing the comparability of settlement services. The timing of the report and its sensitivity vis-a-vis IRCC-MIFI relations was also raised.</p> <p>The Committee requested that the recommendation wording be more flexible to de-emphasize the reliance on Quebec and framed around what IRCC can do using different avenues to address the gaps.</p> <p>The Evaluation report was <u>NOT APPROVED</u>, with the Committee requesting revisions to the recommendation and corresponding changes to the MRAP as needed.</p>	

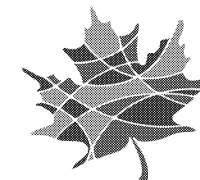
Action: <ul style="list-style-type: none"> R&E to revise the recommendation to reflect PMEC feedback and SIS to make corresponding changes to the MRAP. Revised version to be provided to the DMA for secretarial approval. 	Deadline: <ul style="list-style-type: none"> Completed In progress
2. Internal Audit of Data Governance - Update	Mieke Bos
Summary: To provide an update for information on the Internal Audit of Data Governance.	
Decisions / Roundtable: An overview of key findings from this internal audit were presented, highlighting continuing challenges with data governance within IRCC. The Committee acknowledged the importance of this issue and noted the upcoming creation of a Chief Data Officer function in the Department as a positive step towards improved data governance. The internal audit was scheduled to be presented to the Departmental Audit Committee on October 16 th and was subsequently approved.	
Action: <ul style="list-style-type: none"> N/A 	Deadline: <ul style="list-style-type: none"> N/A
3. Draft Departmental Data Strategy	Ümit Kiziltan Blair Haddock
Summary: To present for discussion the draft Departmental Data Strategy.	
Decisions / Roundtable: An overview of the draft Departmental Data Strategy was provided, describing its four pillars: <ul style="list-style-type: none"> Governance – which includes implementing the role of the Chief Data Officer, with a view to creating and maintaining an inclusive whole of IRCC data governance structure with appropriate authority levels and clear roles, responsibilities and accountabilities and leveraging the data governance structure; Data as a corporate asset – ensuring IRCC data quality, integrity, availability, access, security, and interoperability; Environment and digital infrastructure – establishing a robust digital infrastructure and a secure data reporting and analytics digital environment; and People and culture – Developing literacy and analytics capacity as common skills across all sectors in IRCC, and fostering a culture in which quality data is widely appreciated, and its stewardship and proper use become second nature. <p>Submission of an interim departmental Data Strategy to PCO is planned for the end of October 2019 and a revised Data Strategy and Implementation Plan by the Chief Data Officer is planned for March 2020.</p> <p>Overall, the Committee was supportive of the draft Data Strategy, highlighting that data governance is critical, and that this Data Strategy will help IRCC achieve its objectives.</p>	
Action: <ul style="list-style-type: none"> N/A 	Deadline: <ul style="list-style-type: none"> N/A

Participants	Committee Members: <ul style="list-style-type: none"> ▪ Lori MacDonald (Chair) ▪ Fraser Valentine (absent) ▪ Zaina Sovani ▪ Mike MacDonald ▪ Harpreet Kochhar (absent) ▪ Daniel Mills (absent) ▪ Natasha Kim ▪ Mieke Bos ▪ Samantha McDonald ▪ Susan Greene ▪ Ümit Kiziltan ▪ David Kurfurst ▪ Blair Haddock ▪ David Hickey ▪ Caroline Fobes ▪ Anik Demers 	Guests and Replacements <ul style="list-style-type: none"> ▪ Laura Di Paolo (for Fraser Valentine) ▪ Tim Foran (SIP) ▪ Vesna Radulovic (SIP) ▪ Natalie Theriault (IIR) ▪ Julie Chassé (for Daniel Mills) ▪ Chantal Goyette (R&E) ▪ Francis Lacasse (R&E) ▪ Éric Albert (R&E) ▪ Rob Canough (SPP) ▪ Darren Goodyear (OPP) ▪ Randy Reynoso (OPP)
Note taker	Heather Moore (R&E)	

Performance Measurement and Evaluation Committee

AGENDA

December 2, 2020
 9:30 a.m. – 11:00 a.m.
 MS Teams



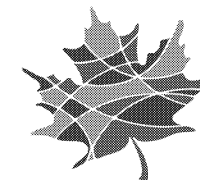
Time	Item	Purpose	Lead	Presenter(s)	Documents
9:30 – 9:35	Opening Remarks	-	All	C. Xavier	<ul style="list-style-type: none"> • ROD – 2020-11-18
	Committee Record of Decision and Action Items Follow-up	Approval			
9:35 – 10:50	1. Evaluation of Language Training Services	Approval	R&E SIS	D. Kurfurst F. Valentine	<ul style="list-style-type: none"> • 1.1 Deck • 1.2 Evaluation Report • 1.3 MRAP
10:50 – 11:00	Roundtable	Discussion	All	-	-
	Closing Remarks				



Performance Measurement and Evaluation Committee

AGENDA

December 2, 2020
 9:30 a.m. – 11:00 a.m.
 MS Teams



Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Marian Campbell Jarvis Natasha Kim Dr. Nicole Giles Daniel Mills (absent) Fraser Valentine Zaina Sovani Holly Flowers Code Mieke Bos Samantha McDonald Ümit Kiziltan Aaron Feniak Hughes St-Pierre Diane Laursen David Kurfurst	Mark Giralt	Observers: David Cashaback (SIP) Yves Saint Germain (SIP) Nana Tanaka (SIP) Karine Begin (R&E) Francis Lacasse (R&E) Zak Keeping (R&E) Permanent Observers: Martin Rubenstein Caroline Fobes Ravi Singh Simon Ouellet



IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

December 2, 2020 – 9:30–11:00am

1. Opening Remarks	Caroline Xavier
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (November 18, 2020) was <u>APPROVED</u> .	
3. Evaluation of Language Training Services	David Kurfurst
Summary: To present the Evaluation of Language Training Services and Management Response Action Plan (MRAP) for approval.	
Decisions / Roundtable: <p>The Evaluation of Language Training Services was presented and discussed. The Committee commended the evaluation's thoroughness, given the scale and complexity of the department's language training program.</p> <p>Overall, the evaluation found that the variety of approaches and delivery formats to language training is well-designed to meet the diverse needs of newcomers and is conducive for newcomers to improve their language skills. Some program design and implementation challenges were also identified.</p> <p>Language progression results for newcomers are mostly positive, although the evaluation found some differences between clients and non-clients in likelihood to progress. The evaluation also highlighted several core language training program components and client characteristics affecting language progression.</p> <p>The evaluation provided ten recommendations for the language training program, clustered around (i) outcomes measurement, aimed at ensuring the department fully can monitor and report on program outcomes and (ii) design improvement areas, with a view of fostering success and better supporting clients, instructors, and program stakeholders.</p> <p>The discussion focused on future improvements to the language training program and the Committee acknowledged the utility of the evaluation recommendations for future program management. Members highlighted importance of maintaining flexible programming to meet the distinct needs of different client bases (e.g., economic migrants seeking employment, literacy learners seeking citizenship), and noted the need to further analyze the findings and disaggregate program data to even better understand client and program success drivers. It was also noted that the MRAP would form the basis for an extensive workplan for the program.</p>	

<p>The Committee <u>APPROVED</u> the Evaluation report and MRAP in principle, pending some revised language on employment outcomes and a final review of action item implementation timelines, given the current COVID-19 context.</p> <p>The Committee was reminded that the evaluation will be published on the IRCC external website (within approximately 4 months of approval).</p>		
<p>Action:</p> <ul style="list-style-type: none"> • R&E to review and confirm wording around employment outcomes. • SIS to confirm MRAP timelines. 		<p>Deadline:</p> <ul style="list-style-type: none"> • Complete • Complete
<p>Participants</p>	<p>Committee Members:</p> <ul style="list-style-type: none"> ▪ Caroline Xavier ▪ Daniel Mills (absent) ▪ Marian Campbell Jarvis (absent) ▪ Fraser Valentine ▪ Hughes St-Pierre ▪ Zaina Sovani ▪ Holly Flowers Code ▪ Natasha Kim ▪ Dr. Nicole Giles (absent) ▪ Mieke Bos ▪ David Kurfurst ▪ Ümit Kiziltan ▪ Aaron Feniak ▪ Samantha McDonald (absent) ▪ David Hickey <p>Permanent Observers</p> <ul style="list-style-type: none"> ▪ Martin Rubenstein (absent) ▪ Caroline Fobes ▪ Ravi Singh (absent) ▪ Simon Ouellet 	<p>Replacements</p> <ul style="list-style-type: none"> ▪ Mark Giralt (for Daniel Mills) <p>Guests</p> <ul style="list-style-type: none"> ▪ David Cashaback (SIP) ▪ Laura DiPaolo (SN) ▪ Yves Saint-Germain (SIP) ▪ Karine Begin (Evaluation) ▪ Francis Lacasse (Evaluation) ▪ Zak Keeping (Evaluation) ▪ Nikki Randell (Evaluation)
<p>Note taker</p>	<p>Nikki Randell (Evaluation)</p>	

Performance Measurement and Evaluation Committee



AGENDA

February 3, 2020
 1:00 p.m. – 3:00 p.m.
 Grosse Île Boardroom

Time	Item	Purpose	Lead	Presenter(s)	Documents - Hyperlinks
1:00 – 1:05	Opening Remarks	-	All	Ümit Kiziltan	ROD - December 11, 2019
	Committee Record of Decision and Action Items Follow-up	Approval			
1:05 – 1:45	1. Evaluation of the Passport Program	Approval	R&E	David Kurfurst Michele Kingsley	Deck Report MRAP
1:45 – 2:40	2. Humanitarian & Compassionate/ Discretionary Program Stocktake	Discussion	IB	Matt de Vlieger	Deck
2:40 – 2:55	3. Terms of Reference – Evaluation of the Global Skills Strategy	Approval	R&E	David Kurfurst	TOR Summary TOR
2:55 – 3:00	Closing Remarks	Discussion	All	Ümit Kiziltan	-
Annex Items					
Evaluation Status Report Forward Agenda Horizontal Evaluation Update					



Performance Measurement and Evaluation Committee

AGENDA

February 3, 2020
 1:00 p.m. – 3:00 p.m.
 Grosse Île Boardroom



Committee Members	Replacements	Non-Member Presenters and Observers
Ümit Kiziltan (acting Chair) Marian Campbell Jarvis Natasha Kim Dr. Harpreet Kochhar Mike MacDonald Daniel Mills (absent) Fraser Valentine (absent) Zaina Sovani (absent) Mieke Bos Samantha McDonald David Hickey (absent) David Kurfurst	Julie Chassé Corinne Prince Ralph Bishop Line Patry	Permanent Observers: Martin Rubenstein Caroline Fobes Anik Demers Susan Greene Presenters: Michele Kingsley (CPPG) Matt de Vlieger (IB) Observers: Katarina Stephenson (IB) Heather Moore (R&E) Randy Scott (R&E) Brian Diener (R&E)

IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

February 3, 2020 – 1:00-3:00pm

1. Opening Remarks	Ümit Kiziltan
Welcome and introductory remarks from the Acting Chair.	
2. Approval of Committee Record of Decisions (ROD)	Ümit Kiziltan
Summary: The previous ROD (December 11, 2019) was <u>APPROVED</u> .	
3. Evaluation of the Passport Program	David Kurfurst Michèle Kingsley
Summary: To present the Evaluation of the Passport Program and the Management Response and Action Plan (MRAP).	
Decisions / Roundtable: The Evaluation of the Passport Program was presented to the Committee for approval, noting that it was conducted in extensive consultation with ESDC and GAC program and Evaluation teams. The report and MRAP will be presented for information at the ESDC PMEC on February 5. It was highlighted that the evaluation was intending to present a holistic results story for the Passport Program, synthesizing evidence and information from numerous reviews, audits, and diagnostics that had been undertaken in recent years. It also focused on client outcomes and program delivery with partners. The evaluation found that the program is well aligned with the priorities of IRCC and partners, and has had strong performance in its service delivery aspects. A few challenges and areas for improvement were noted, including around the extraction of certain program data, improvements to the client survey methodology, clarity for governance and management, as well accessibility and availability of Passport information to clients. The Committee noted that the recommendations and findings are generally positive, and acknowledged that the program is overall functioning well. Discussions focused on clarifying the role of PPMI and associated work within the report, as well as a careful review of the processing and integrity sections with a few to future publication of the report. Minor edits regarding action items and accountabilities were requested for the MRAP. The report was <u>NOT APPROVED</u> , pending minor changes to the report and MRAP, to then be approved secretarially.	

Action: <ul style="list-style-type: none"> • R&E, with support of CPPG, to make minor changes to report and MRAP. • Seek secretarial PMEC approval of report and MRAP. 	Deadline: <ul style="list-style-type: none"> • Completed • Completed
4. Humanitarian & Compassionate / Discretionary Program Stocktake	Matt de Vlieger
Summary: To present the Humanitarian & Compassionate / Discretionary Program Stocktake for discussion.	
Decisions / Roundtable: The presentation of the Humanitarian & Compassionate / Discretionary Program Stocktake situated the program within the department, noting its interconnections with other immigration programs and the fact that it represents 1.5% of overall admissions. The discretionary nature of H&C/Public Policy and associated challenges in applying these mechanisms and defining success were discussed. The presentation highlighted some key program results and statistics, as well as several issue areas. These included the gaps in a detailed understanding of the H&C population profile and some challenges with data reliability, also citing rising volumes and processing challenges. For Public Policy, key issues include the ongoing considerations of how and when to best use public policy and the need to balance the ability to react to external events and the priorities of government while adequately supporting vulnerable newcomers. Discussion was positive and focused on ways to improve the interpretation of the program and its unique outcomes and measureable results compared to other more 'traditional' IRCC programs. Immigration Branch, supported by partners, will continue to review how the program operates and its associated program risks, with a view to refining its performance indicators and confirming intended outcomes.	
Action: <ul style="list-style-type: none"> • N/A 	Deadline: <ul style="list-style-type: none"> • N/A
5. Terms of Reference – Evaluation of the Global Skills Strategy	David Kurfurst
Summary: To present the Terms of Reference for the Evaluation of the Global Skills Strategy for approval.	
Decisions / Roundtable: The terms of reference for the Evaluation of the Global Skills Strategy (GSS) was presented to the Committee for approval. The presentation provided an overview of the GSS and its pillars and intended results. The focus for the evaluation will be to assess the extent to which Global Skills Strategy is contributing to the attraction of global talent, the effectiveness of its outreach and engagement on educating employers on Canadian immigration pathways; and the	

<p>economic impact of the program so far. The evaluation will also examine operational and delivery aspects, including the Dedicated Service Channel (DSC). A summary of the primary data collection tools was given, which will include a survey of employers.</p> <p>The Committee cited the unique nature of the GSS and the level of resources dedicated to the ‘boutique’ services being offered at no additional cost to the client/employer. It was noted that the GSS is still in early implementation and results should be considered carefully and as a platform for future improvements.</p> <p>The Terms of Reference was <u>APPROVED</u>.</p>			
Action: <ul style="list-style-type: none"> N/A 			Deadline: <ul style="list-style-type: none"> N/A
Participants	Committee Members: <ul style="list-style-type: none"> Ümit Kiziltan (A/Chair) Marian Campbell Jarvis (absent) Harpreet Kochhar (absent) Fraser Valentine (absent) Daniel Mills (absent) Zaina Sovani (absent) Mike MacDonald Natasha Kim (absent) Mieke Bos Samantha McDonald (absent) David Hickey (absent) David Kurfurst Caroline Fobes (absent) Martin Rubenstein (absent) Holly Flowers-Code Susan Greene 	Replacements <ul style="list-style-type: none"> Corinne Prince (for Fraser Valentine) Julie Chassé (for Daniel Mills) Ralph Bishop (for Zaina Sovani) Line Patry (for Daniel Mills) Guests <ul style="list-style-type: none"> Michèle Kingsley (CPPG) Melanie Pronovost (CPPG) Matt de Vlieger (IB) Michelle Naughton (IB) Rob Canough (SPPB) Alana MacDougall (CEB) Jessica Schafer (Evaluation) Heather Moore (Evaluation) Francis Lacasse (Evaluation) Laure Lafrance (Evaluation) 	
Note taker	Jessica Schafer (Evaluation)		

Performance Measurement and Evaluation Committee

July 17, 2020
 1:00 p.m. – 2:00 p.m.
 Skype for Business



Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents
1:00 – 1:05	Opening Remarks	-	All	C. Xavier	<ul style="list-style-type: none"> • ROD – 2020-05-15
	Committee Record of Decision and Action Items Follow-up	Approval			
1:05 – 1:40	1. Evaluation of the Citizenship Program	Approval	R&E	D. Kurfurst A. Attfield M. Kingsley	<ul style="list-style-type: none"> • Deck • Report • MRAP
1:40 – 1:55	2. Terms of Reference – Evaluation of the Blended Visa Office-Referred (BVOR) Program	Approval	R&E	D. Kurfurst	<ul style="list-style-type: none"> • TOR - Summary • TOR
1:55 – 2:00	Closing Remarks	-	All	C. Xavier	-
Annex Items					
Evaluation Status Report PMEC Forward Agenda Horizontal Evaluation Update					

Performance Measurement and Evaluation Committee

July 17, 2020
 1:00 p.m. – 2:00 p.m.
 Skype for Business



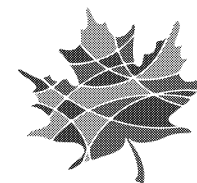
Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Marian Campbell Jarvis Daniel Mills Zaina Sovani Fraser Valentine (absent) Hughes St-Pierre Holly Flowers Code Natasha Kim Dr. Nicole Giles Randy Reynoso Aaron Feniak Mieke Bos Samantha McDonald David Hickey David Kurfurst	Maryse O'Neill	Permanent Observers Martin Rubenstein Caroline Fobes Ravi Singh Simon Ouellet Presenters Alec Attfield Michèle Kingsley Observers Heather Moore (R&E) Zak Keeping (R&E)



IRCC Performance Measurement and Evaluation Committee Meeting Record of Decisions July 17, 2020 1:00 p.m. - 2:00 p.m.	
1. Opening Remarks	Caroline Xavier
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (May 15, 2020) was <u>APPROVED</u> .	
3. Evaluation of the Citizenship Program	David Kurfurst Alec Attfield
Summary: To present the Evaluation of the Citizenship Program and the associated Management Response and Action Plan (MRAP) for approval.	
Decisions / Roundtable: The key evaluation findings from the Evaluation of the Citizenship Program were presented and discussed, followed by a review of the action plan items. The Committee commended the quality of the evaluation report and appreciation was noted for sharing early results to internal program and policy stakeholders. The evaluation established that over time, most PRs become Canadian citizens, though the uptake rate has declined among recent immigrants. The citizenship application approval rate is high and recent changes to eligibility requirements have been facilitative. Among the key findings was that the application fee increase did not have a major impact on overall uptake, but that the costs associated with applying for citizenship are challenges for some PRs, particularly refugees, families, and those with lower income. Moreover, language and knowledge requirements can be difficult for refugees, and those with low official language proficiency and less education. The evaluation identified opportunities to foster continued success of the Citizenship program. Five recommendations were made including citizenship affordability, the use of waivers, verification of language evidence, new tools for the knowledge requirement, and re-examination of the program's expected outcomes. The discussion focused on the MRAP, with attention given to timeline feasibility in the current COVID-19 context. The committee suggested revising the wording of one recommendation around the knowledge requirement to incorporate a broader Government of Canada context. The Committee <u>APPROVED</u> the Evaluation report and MRAP in principle, pending revised action item timelines, and revised language around Recommendation 4. The Committee was reminded that the evaluation will be published on the IRCC external website (within approximately 3 months of approval).	
Action: <ul style="list-style-type: none"> R&E to review and confirm recommendation wording. R&E to review and confirm MRAP timelines. 	Deadline/Status: <ul style="list-style-type: none"> Completed Completed

4. Terms of Reference – Evaluation of the Blended Visa Office-Referred Program		David Kurfurst
Summary: To present the Terms of Reference for the Evaluation of the Blended Visa Office-Referred Program.		
Decisions / Roundtable: The terms of reference for the Evaluation of the Blended Visa Office-Referred (BVOR) Program was presented to the Committee for approval. The presentation provided a brief overview of the BVOR program, highlighting its intended results. The evaluation will focus on the continued need for a BVOR program, including the extent to which the program is appropriately designed for resettling refugees. The evaluation will also examine stakeholders' awareness of the program, and the appropriateness of processes in place to identify BVOR cases, as well as the services sponsors provide BVORs upon arrival in Canada, including sponsors' capacity to provide supports during the first year of resettlement. A summary of the data collection was provided, which will include a survey of refugees. The Committee noted the timeliness of the evaluation and confirmed the need for preliminary evaluation results as available to inform future program directions. Some suggestions were made to include additional stakeholders in the key informant interviews. The Terms of Reference was <u>APPROVED</u> .		
Action: <ul style="list-style-type: none"> R&E to revise and finalize the TOR as needed. 		Deadline/Status: <ul style="list-style-type: none"> Completed
Participants	Committee Members: <ul style="list-style-type: none"> Caroline Xavier Daniel Mills Marian Campbell Jarvis (absent) Fraser Valentine (absent) Hughes St-Pierre (absent) Zaina Sovani Holly Flowers Code Natasha Kim Dr. Nicole Giles Mieke Bos Randy Reynoso Aaron Feniak (absent) Samantha McDonald (absent) David Hickey Caroline Fobes David Kurfurst Permanent Observers <ul style="list-style-type: none"> Martin Rubenstein (absent) Caroline Fobes Ravi Singh (absent) Simon Ouellet (absent) 	Guests <ul style="list-style-type: none"> Alec Attfield (Citizenship) Michèle Kingsley (CPPB) Valery Brennan (CPPB) Meghan Brown (DMO) Julie Chasse (FSB) Laura DiPaolo (SN) Robyn Lemire (CS) Marc-Andre Roy (Citizenship) Mathieu Tremblay (Audit) Jean-Marc Gionet (IN) Catherine Scott (RAB) Heather Moore (R&E) Karine Begin (R&E) Francis Lacasse (R&E) Zak Keeping (R&E)
Note taker	Zak Keeping (Evaluation)	

Performance Measurement and Evaluation Committee



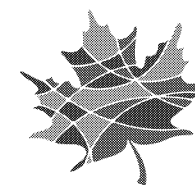
May 15, 2020
 1:00 p.m. – 2:30 p.m.
 Skype for Business

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents
1:00 – 1:10	Opening Remarks	-	All	C. Xavier	<ul style="list-style-type: none"> ROD – 2020-02-03
	Committee Record of Decision and Action Items Follow-up	Approval			
1:10 – 1:30	1. Departmental Evaluation Plan - Update	Discussion	R&E	M. Bos D. Kurfurst	<ul style="list-style-type: none"> Deck Plan Summary
1:30 – 2:20	2. Evaluation of Express Entry	Approval	R&E	D. Kurfurst S. McDonald	<ul style="list-style-type: none"> Deck Report MRAP
2:20 – 2:30	Closing Remarks	Discussion	All	C. Xavier	-
Annex Items					
Evaluation Status Report PMEC Forward Agenda Horizontal Evaluation Update					



Performance Measurement and Evaluation Committee

May 15, 2020
 1:00 p.m. – 2:30 p.m.
 Skype for Business



Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Daniel Mills Marian Campbell Jarvis Fraser Valentine (absent) Zaina Sovani Holly FlowersCode Claude Corbin Louis Dumas Natasha Kim Randy Reynoso Mieke Bos Aaron Feniak Samantha McDonald David Hickey David Kurfurst	Laura Di Paolo	Permanent Observers: Martin Rubenstein Caroline Fobes Susan Greene Simon Ouellet Observers: Patrick McEvenue (SPPB) Jessica Schafer (R&E) Karine Begin (R&E)

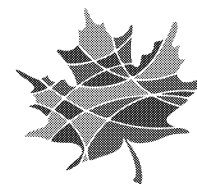


IRCC Performance Measurement and Evaluation Committee Meeting Record of Decisions May 15, 2020 – 1:00 - 2:30 pm	
1. Opening Remarks	Caroline Xavier
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (February 3, 2020) was <u>APPROVED</u> .	
3. Departmental Evaluation Plan	Mieke Bos David Kurfurst
Summary: Presentation of the 2020-21 Departmental Evaluation Plan for concurrence	
Decisions / Roundtable: An update was provided on the Departmental Evaluation Plan, highlighting the evaluation context, planning process, and proposed evaluations underway and to begin in FY 2020-21. The Plan was developed through extensive consultations with branches, Program Officials, and senior management across the Department, reflecting the Department's strategic needs, Treasury Board commitments and Policy on Results requirements. The Committee agreed with the proposed evaluation schedule. The Committee highlighted the need to ensure that departmental business resumption efforts are considered in the planning and timing of the evaluation projects given the current COVID-19 context. The Departmental Evaluation Plan received concurrence and will be finalized before the next, PMEC meeting, and submitted to TBS within the deadline (Aug. 31).	
Action: <ul style="list-style-type: none"> • R&E to finalize the Departmental Evaluation Plan. • R&E to submit the Departmental Evaluation Plan to Treasury Board Secretariat. 	Deadline/Status: <ul style="list-style-type: none"> • Complete • In progress
4. Evaluation of Express Entry	David Kurfurst Samantha McDonald Patrick McEvenue
Summary: To present the Evaluation of the Express Entry and the associated Management Response and Action Plan (MRAP) for approval.	

<p>Decisions / Roundtable:</p> <p>The key evaluation findings from the Evaluation of Express Entry (EE) were presented and discussed, followed by a review of the action plan items. The Committee commented on the high quality of the evaluation report and richness of the data and results brought forward. The Committee also commended the evaluation strategy of providing early results to internal program and policy stakeholders.</p> <p>Overall, the evaluation found that early economic results for Express Entry principal applicants are quite positive with respect to employment income, labour market participation, and type of occupation. Further, Express Entry principal applicants generally outperform their non-Express Entry counterparts in these aspects, and a majority were working in jobs commensurate with their skilled and experience. Of note, the Express Entry system was found to be flexible and effectively screening for high human capital candidates, as well as creating processing efficiencies.</p> <p>In support of the continued success of the Express Entry system, the evaluation made four recommendations regarding continued monitoring of the Comprehensive Ranking System, addressing some gaps in EE data being collected, management of integrity risks, and electronic system improvements.</p> <p>The discussion focused on the MRAP, with particular attention given to the feasibility of action item timelines given the current COVID-19 context.</p> <p>The Committee <u>APPROVED</u> the Evaluation report.</p> <p>The MRAP was <u>APPROVED</u> in principle, pending confirmation of timelines for certain action items, in consideration of the current context and business resumption planning.</p> <p>The Committee requested that a summary of the evaluation be brought to the Executive Committee. PMEC was also reminded that this, like all evaluations, get published on the IRCC external website (within approximately 3 months of approval).</p>	
<p>Action:</p> <ul style="list-style-type: none"> • R&E to provide EE Evaluation summary for ExCom. • R&E, with SPPB, to review and confirm MRAP timelines. 	<p>Deadline/Status:</p> <ul style="list-style-type: none"> • Completed • Completed

Participants	Committee Members: <ul style="list-style-type: none"> ▪ Caroline Xavier ▪ Daniel Mills ▪ Marian Campbell Jarvis ▪ Fraser Valentine (absent) ▪ Zaina Sovani ▪ Holly Flowers Code ▪ Louis Dumas (absent) ▪ Natasha Kim ▪ Umit Kiziltan (absent) ▪ Mieke Bos ▪ Aaron Feniak ▪ Claude Corbin ▪ Samantha McDonald ▪ David Hickey (absent) ▪ David Kurfurst ▪ Martin Rubenstein ▪ Caroline Fobes ▪ Susan Greene (absent) ▪ Simon Ouellet 	Replacements <ul style="list-style-type: none"> ▪ Laura Di Paolo (for Fraser Valentine) ▪ Randy Reynoso (for Umit Kiziltan) Guests <ul style="list-style-type: none"> ▪ Matt De Vlieger (IB) ▪ David Cashaback (IB) ▪ Patrick McEvenue (SPPB) ▪ Jonathon Joshi-Koop (SPPB) ▪ Simon Cardinal (CS) ▪ Robyn Lemire (CS) ▪ Karine Begin (R&E) ▪ Jessica Schafer (R&E) ▪ Zak Keeping (R&E)
Note taker	Jessica Schafer and Zak Keeping (Evaluation)	

PERFORMANCE MEASUREMENT AND EVALUATION COMMITTEE



November 18, 2020
 10:30 a.m. – 11:30 a.m.
 MS Teams

Time	Item	Purpose	Lead	Presenter(s)	Documents
10:30 – 10:35	Opening Remarks	-	-	C. Xavier	▪ ROD – 2020-09-22
	Committee Record of Decision and Action Items Follow-up	Approval			
10:35 – 11:20	1. Stocktake – Francophone Immigration Strategy	Discussion	SIP	F. Valentine	▪ Deck
11:20 – 11:25	2. Departmental Evaluation Plan (DEP) - Update	Information	R&E	M. Bos D. Kurfurst	▪ Deck
11:25 – 11:30	Roundtable	Discussion	-	C. Xavier	▪ Verbal Update
	Closing Remarks				
Annex Items					
Evaluation Status Report PMEC Forward Agenda Horizontal Evaluation Update					



Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Marian Campbell Jarvis Natasha Kim Dr. Nicole Giles Daniel Mills (absent) Fraser Valentine Zaina Sovani Holly Flowers Code (absent) Mieke Bos Samantha McDonald Ümit Kiziltan Aaron Feniak Hughes St-Pierre David Hickey David Kurfurst	Tara Davidson Simon Cardinal	Permanent Observers: Martin Rubenstein Caroline Fobes Ravi Singh Simon Ouellet Observers: Yves Saint Germain (SIP) Francois Henault (SIP) Corinne Prince (SIP) Randy Scott (R&E) Eric Albert (R&E) Nikki Randell (R&E)

IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

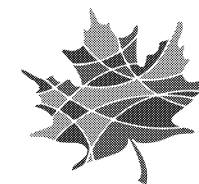
November 18, 2020 – 10:30–11:30am

1. Opening Remarks	Caroline Xavier
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (September 22, 2020) was <u>APPROVED</u> .	
3. Francophone Immigration Strategy	Fraser Valentine
Summary: To present the Francophone Immigration Strategy stocktake for information and discussion.	
Decisions / Roundtable: <p>The Francophone Immigration Strategy stocktake was presented and discussed. It was noted that this is a stocktake of a Strategy, which differs from typical programs in the number of its activities spread across the Department and how it relies heavily on successful integration across many areas of IRCC.</p> <p>ADM SIS presented an overview of Francophone immigration, along with the context and challenges it faces currently. As with the challenges meeting the current Levels plan targets, one of the primary concerns is that COVID-19 conditions will have a significant impact on attracting Francophone permanent residents in 2020 (and beyond), contributing to IRCC likely falling short of its 4.4% target.</p> <p>Acknowledging that the Department will require additional efforts across its business lines in order to attain the target, some key initiatives were highlighted, such as leveraging Express Entry points, taking advantages of various immigration pilots, and working more closely with Provinces/Territories to bolster Francophone immigration. ADM SIS highlighted the increased public (including political) attention to this file and the need for the Department to be proactive. There was also discussion on the importance of ensuring the accuracy of reporting, highlighted by the 2019 change to a more accurate and inclusive measure which has been used to count French-speaking immigrants.</p> <p>SIS will be establishing a Director-level management table around Francophone immigration, aimed at strengthening the focus and integration of activities required to support and advance the work on this file.</p>	
Action: <ul style="list-style-type: none"> N/A 	Deadline: <ul style="list-style-type: none"> N/A

4. Departmental Evaluation Plan (DEP) – Update	Mieke Bos David Kurfurst
Summary: To present a brief status update on the implementation of the Departmental Evaluation Plan.	
Decisions / Roundtable: Overall, the DEP is on track to meeting the evaluation commitments for 2020-21, with data collection for many well underway, and others nearing completion. The COVID-19 Lessons Learned assessment (joint with Audit) was highlighted as an emerging project that was added mid-year to the DEP. Despite the challenges associated with working during a pandemic, it was gladly reported that the Evaluation and Performance Measurement team has adapted well to operating in this new environment and has found creative ways to ensure that projects and client branch engagement continue in a timely manner. It was noted that consultations for the 21-22 Plan would be starting shortly, so PMEC members and their teams are being asked to consider issues, key interest areas and timing for the planned evaluations.	
Action <ul style="list-style-type: none"> N/A 	Deadline N/A
5. Roundtable	Samantha McDonald/ All
Summary: DG SPPB provided a short overview and next steps for IRCC's DRF target-setting approach that will be used for 2021-22.	
There are minimal changes proposed to Departmental targets and it was indicated that TBS guidance is to maintain the current DRF targets despite challenges in delivering and reporting under COVID. Implicated DGs and Program Officials had been consulted on this direction and were in agreement, and the Committee also approved this approach.	
Action: N/A	Deadline N/A

Participants	<p>Committee Members:</p> <ul style="list-style-type: none"> Caroline Xavier Daniel Mills (absent) Marian Campbell Jarvis Fraser Valentine Hughes St-Pierre Zaina Sovani Holly Flowers-Code (absent) Natasha Kim Nicole Giles Mieke Bos David Kurfurst Ümit Kiziltan Aaron Feniak (absent) Samantha McDonald David Hickey (absent) <p>Permanent Observers</p> <ul style="list-style-type: none"> Martin Rubenstein (absent) Caroline Forbes Ravi Singh (absent) Simon Ouellet 	<p>Replacements</p> <ul style="list-style-type: none"> Diane Laursen (for David Hickey) Mathieu Tremblay (for Martin Rubenstein) Simon Cardinal (for Holly Flowers-Code) Richard Bungay (for Aaron Feniak) Tara Davidson (for Daniel Mills) <p>Guests</p> <ul style="list-style-type: none"> Corinne Prince (SIP) Yves Saint-Germain (SIP) Randy Scott (Evaluation) Nikki Randell (Evaluation)
Note taker	Randy Scott (Evaluation)	

PERFORMANCE MEASUREMENT AND EVALUATION COMMITTEE



September 22, 2020
 9:00 a.m. – 10:30 a.m.
 MS Teams

Time	Item	Purpose	Lead	Presenter(s)	Documents
9:00 – 9:05	Opening Remarks	-	-	C. Xavier	<ul style="list-style-type: none"> ROD – July 17, 2020
	Committee Record of Decision and Action Items Follow-up	Approval			
9:05 – 9:40	1. Evaluation of the Atlantic Immigration Pilot (AIP)	Approval	R&E	D. Kurfurst K. Stephenson	<ul style="list-style-type: none"> Deck Evaluation Report MRAP
9:40 – 10:25	2. Stocktake – Francophone Immigration Strategy	Discussion	SIP	F. Valentine	<ul style="list-style-type: none"> Deck
10:25 – 10:30	Closing Remarks	Discussion	-	C. Xavier	-
Annex Items					
Evaluation Status Report PMEC Forward Agenda Horizontal Evaluation Update					



IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

September 22, 2020 – 9:00am–10:30am

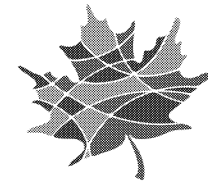
1. Opening Remarks	Caroline Xavier
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (July 17, 2020) was <u>APPROVED</u> .	
3. Evaluation of the Atlantic Immigration Pilot	David Kurfurst Katarina Stephenson
Summary: To present the Evaluation report on the Atlantic Immigration Pilot and the Management Response Action Plan (MRAP) for approval.	
Decisions / Roundtable: Results from the Evaluation of the Atlantic Immigration Pilot (AIP) were presented and discussed, followed by a review of the MRAP. Overall, the evaluation found that the AIP has been effective in supporting Atlantic Canada in filling labour market needs, and early signs are very positive on AIP newcomer retention in the region. In addition, early evidence indicated that settlement and integration needs are being supported through settlement plans, and employers found the Dedicated Service Channel to be a valuable resource. The evaluation identified some areas for improvement that included: reviewing accountabilities among AIP partners, clarifying program integrity roles and responsibilities, increasing awareness of settlement services and the Dedicated Service Channel, as well as reconfirming its performance measurement strategy. The Committee discussed the findings and MRAP, and noted that the evaluation and its recommendations have provided a strong evidence base in support of designing the permanent program. The Committee highlighted that the next steps and recommendations also may also be informative for other departmental pilots or lines of business, underlining the importance of making those horizontal connections across programs. The need for GBA+ analysis, where applicable, was emphasized for future evaluations. The evaluation report and MRAP were APPROVED in principle, pending minor revisions.	

Action: <ul style="list-style-type: none"> • R&E to make report and MRAP revisions based on PMEC discussion. • Report and MRAP to be circulated for PMEC final approval. 		Deadline: <ul style="list-style-type: none"> • Completed • Completed
4. Stocktake – Francophone Immigration Strategy		Fraser Valentine
Summary: To present the Francophone Immigration Strategy stocktake for information and discussion.		
Decisions / Roundtable: This item was deferred to the next PMEC meeting, to allow for a full discussion.		
Action: N/A		Deadline: <ul style="list-style-type: none"> • N/A
Participants	Committee Members: <ul style="list-style-type: none"> ▪ Caroline Xavier ▪ Daniel Mills ▪ Marian Campbell Jarvis (absent) ▪ Fraser Valentine ▪ Hughes St-Pierre ▪ Zaina Sovani (absent) ▪ Holly Flowers-Code ▪ Natasha Kim ▪ Nicole Giles ▪ Mieke Bos ▪ David Kurfurst ▪ Ümit Kiziltan (absent) ▪ Aaron Feniak ▪ Samantha Macdonald ▪ David Hickey (absent) Permanent Observers <ul style="list-style-type: none"> ▪ Martin Rubenstein (absent) ▪ Caroline Forbes ▪ Ravi Singh ▪ Simon Ouellet 	Replacements <ul style="list-style-type: none"> ▪ Chantal Goyette (for Ümit Kiziltan) ▪ Diane Laursen (for David Hickey) ▪ Ralph Bishop (for Zaina Sovani) Guests <ul style="list-style-type: none"> ▪ Randy Scott (Evaluation) ▪ Jessica Schafer (Evaluation) ▪ Eric Albert (Evaluation) ▪ Miary Yamamoto (Evaluation) ▪ Katarina Stephenson (IB) ▪ Lara Dyer (IB) ▪ Tooba Housany (IB) ▪ Mehr Sigh (IB) ▪ Tanya Knight (IRM) ▪ David Cashaback (SIP) ▪ Tim Foran (SIP) ▪ Yves Saint-Germain (SIP) ▪ Olivier Jacques (IN) ▪ Claude Arbez (DN) ▪ Martin Barry (IPG)
Note taker	Miary Yamamoto (Evaluation)	

PERFORMANCE MEASUREMENT AND EVALUATION COMMITTEE

AGENDA

June 21, 2021
 1:00 p.m. – 2:30 p.m.
 via MS Teams



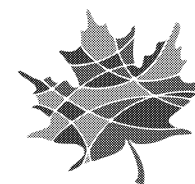
Time	Item	Purpose	Lead	Presenter(s)	Documents
1:00 – 1:05	Opening Remarks	-	All	C. Xavier	• ROD – 2021-03-26
	Committee Record of Decision and Action Items Follow-up	Approval			
1:05 – 1:25	1. Updates from Head of Evaluation	Discussion	R&E	M. Bos	• Verbal Update
1:25 – 2:25	2. Evaluation of the Blended Visa Office Referred (BVOR) Program	Approval	R&E RAB	H. Moore P. Koutsavlis M. Fama	• 2.1 Deck • 2.2 Report • 2.3 MRAP
2:25 – 2:30	Roundtable	Discussion	All	-	-
	Closing Remarks				
Annex Items					
Evaluation Status Report PMEC Forward Agenda					



PERFORMANCE MEASUREMENT AND EVALUATION COMMITTEE

AGENDA

June 21, 2021
 1:00 p.m. – 2:30 p.m.
 via MS Teams



Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Marian Campbell Jarvis (absent) Catherine Scott Daniel Mills (absent) Dr. Nicole Giles Fraser Valentine (absent) Zaina Sovani Holly Flowers Code Mieke Bos Ümit Kiziltan Aaron Feniak Hughes St. Pierre (absent) Murray Jones (absent) David Kurfurst (absent)	Pemi Gill Caitlin Imrie Julie Chassé Line Patry Heather Moore	Permanent Observers: Martin Rubenstein Caroline Fobes Salena Brickey Simon Ouellet Presenters: Photinie Koutsavlis (RAB) Melissa Fama (RAB) David Cashaback (SIP) Observers: Karine Bégin (R&E) Francis Lacasse (R&E) Zak Keeping (R&E) Nikki Randell (R&E) Jean-Marc Gionet (RASO)



IRCC Performance Measurement and Evaluation Committee Meeting Record of Decisions June 21, 2021 – 1:00-2:30pm	
1. Opening Remarks	Caroline Xavier
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (March 26, 2021) was approved with the proposed revisions incorporated.	
3. Updates from Head of Evaluation	Mieke Bos
Summary: To update on recent evaluation and performance measurement activities.	
Decisions/Roundtable: Recent and ongoing evaluation and performance measurement activities were presented and discussed. The Committee was advised that the Departmental Evaluation Plan was submitted to the Treasury Board Secretariat in advance of the June 30 th deadline. A status update was provided on current and upcoming program evaluations. Other updates included: <ul style="list-style-type: none"> • The Immigration Branch-led Performance Information Profile (PIP) for Regional Economic Immigration programs at was endorsed by the Performance Measurement Steering Committee (PMSO). • The Evaluation Management Response Action Plan (MRAP) review exercise was launched and results would be reported at the next PMSO. • Ongoing collaboration with SitCen to finalize the MRAP for the COVID-19 lessons learned exercise. 	
Actions: <ul style="list-style-type: none"> • N/A 	
4. Evaluation of the Blended Visa Office-Referred (BVOR) Program	Heather Moore Photinie Koutsavlis Melissa Fama
Summary: To present the Evaluation of the BVOR Program and MRAP for approval.	

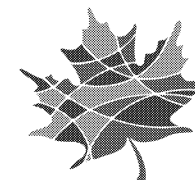
<p>Decisions / Roundtable: The BVOR Program Evaluation Report and MRAP were presented and discussed.</p> <p>Overall, the evaluation found that while the BVOR program was originally introduced as a cost-saving measure, this was no longer the main rationale for the program but there was a continued need as it makes sponsorship more accessible to civil society, allows for sponsoring individuals with no ties to Canada, and allows Canada to meet its resettlement commitments. The evaluation also showed that BVOR refugees' resettlement needs are being met and that they are being referred to and accessing settlement services and community supports. The evaluation also identified some areas for improvement and provided several recommendations, which included more clearly defining program objectives; implementing a strategy to increase awareness and better promote the program; and implementing a plan to improve supports provided to BVOR sponsors.</p> <p>The Committee commended the evaluation for deepening its understanding of key issues facing the BVOR program, with discussion centred on the importance of defining program objectives and how it fits within the larger Resettlement Program context. In particular, Committee members acknowledged a need to better understand the financial sustainability of the BVOR program given the original rationale. The newly created Refugee Resettlement Board was mentioned as a mechanism in which to anchor the work to address the recommendations.</p> <p>In addition, the Committee noted the importance of evidence on overall refugee resettlement outcomes, much of which will be provided from the upcoming Resettlement Program Evaluation, and situating the BVOR program and its sustainability in that broader resettlement context.</p> <p>The Committee <u>APPROVED</u> the Evaluation report, and requested program branches to review the MRAP timelines and actions in light of the PMEC discussion and to ensure its their alignment with the upcoming Resettlement Program Evaluation</p>			
<p>Action:</p> <ul style="list-style-type: none"> RAB, RASO and R&E to review MRAP timelines and actions and revise where appropriate, in light of the PMEC discussion. 		<p>Deadline:</p> <ul style="list-style-type: none"> Completed 	
<p>Participants</p>	<p>Committee Members:</p> <ul style="list-style-type: none"> Caroline Xavier Catherine Scott Zaina Sovani Holly Flowers-Code Nicole Giles Mieke Bos Ümit Kiziltan Aaron Feniak Marian Campbell Jarvis (absent) Daniel Mills (absent) Fraser Valentine (absent) Hughes St-Pierre (absent) David Kurfurst (absent) Murray Jones (absent) <p>Permanent Observers</p>	<p>Replacements</p> <ul style="list-style-type: none"> Pemi Gill (for Daniel Mills) Caitlin Imrie (for Fraser Valentine) Julie Chassé (for Hughes St. Pierre) Maryna Tserkovnytska (for Martin Rubinstein) Heather Moore (for David Kurfurst) <p>Guests</p> <ul style="list-style-type: none"> Photinie Koutsavlis (RAB) Melissa Fama (RAB) David Cashaback (SIP) Jean-Marc Gionet (RASO) Derrick Deans (RAB) Humaira Somra (RAB) Line Patry (Comms) Natalie Hanniman (ICB) Karine Begin (R&E) 	

	<ul style="list-style-type: none"> ▪ Caroline Fobes ▪ Simon Ouellet ▪ Martin Rubenstein (absent) ▪ Salena Brickey (absent) 	<ul style="list-style-type: none"> ▪ Francis Lacasse (R&E) ▪ Nikki Randell (R&E) ▪ Zak Keeping (R&E)
Note taker	Zak Keeping (R&E)	

PERFORMANCE MEASUREMENT AND EVALUATION COMMITTEE

AGENDA

March 26, 2021
 9:00 a.m. – 10:30 a.m.
 MS Teams



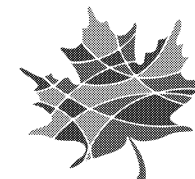
Time	Item	Purpose	Lead	Presenter(s)	Documents
9:00 – 9:05	Opening Remarks	-	All	C. Xavier	• ROD – 2020-12-02
	Committee Record of Decision and Action Items Follow-up	Approval			
9:05 – 10:00	1. Asylum Program Stocktake	Discussion	RAB	M. Myre	• Deck
10:00 – 10:25	2. Departmental Evaluation Plan (DEP)	Approval	R&E	M. Bos D. Kurfurst	• 2.1 Deck • 2.2 Summary
10:25 – 10:30	Roundtable	Discussion	All	-	-
	Closing Remarks				
Annex Items					
Evaluation Status Report PMEC Forward Agenda					



PERFORMANCE MEASUREMENT AND EVALUATION COMMITTEE

AGENDA

March 26, 2021
 9:00 a.m. – 10:30 a.m.
 MS Teams



Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Marian Campbell Jarvis (absent) Catherine Scott Daniel Mills (absent) Dr. Nicole Giles Fraser Valentine (absent) Zaina Sovani (absent) Holly Flowers Code Mieke Bos Samantha McDonald Ümit Kiziltan Aaron Feniak Hughes St-Pierre Diane Laursen David Kurfurst	Caitlin Imrie Rina Lorello	Permanent Observers: Martin Rubenstein Caroline Fobes Ravi Singh Simon Ouellet Presenters: Mathew Myre (RAB) Observers: Photinie Koutsavlis (RAB) Catherine Dubuc (RAB) Randy Scott (R&E) Abe Deighton (R&E) Jessica Schafer (R&E)



IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

March 26, 2021 – 9:00–10:30am

1. Opening Remarks	Caroline Xavier
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (December 2, 2020) was <u>APPROVED</u> .	
3. Asylum Program Stocktake	Mathew Myre
Summary: To present the 2021 Asylum Program Stocktake for discussion.	
Decisions / Roundtable: <p>The 2021 Asylum Program Stocktake was presented and discussed. It consists of an evidence-based assessment of overall Program health, a review of data gaps, and an analysis of key issues and policy challenges impacting performance.</p> <p>The presentation outlined several key Program challenges, including funding, capacity, inventory of claims, as well as implications of an increasingly complicated legislative and regulatory framework on Program innovation. Program integrity issues were also discussed, as well as the need for more and better data from the Federal Court, and for better metrics for aspects of the Program's ultimate outcome. It was noted that IRCC's CDO is working actively with IRB and CBSA counterparts to address challenges around interoperability and data sharing.</p> <p>PMEC members discussed the inherent complexity of the Asylum Program, such as the lack of control over intake volumes, the need for precise coordination between horizontal delivery partners across the In-Canada Asylum System, and the pivotal role the Asylum Program plays in shaping the overall public perception of our immigration system in Canada. The potential impact of the outcome of current Safe Third Country Agreement (STCA) negotiations was also noted.</p> <p>Committee members observed that the Asylum Program's outcomes are largely operationally oriented and discussed the possibility of additional outcomes to help IRCC broaden its Asylum outcomes and results narrative. Additionally, the possibility of applying efficiency models such as Lean or MVP was discussed, as well as the value in bringing the Asylum Program Stocktake conversation to Central Agencies in order to cultivate a better understanding of the challenges faced by IRCC in administering this Program.</p>	
Action: <ul style="list-style-type: none"> RAB to present the Asylum Program Stocktake to the Asylum System Management Board (ASMB) for discussion. 	Deadline: <ul style="list-style-type: none"> Complete

4. 2021-22 Departmental Evaluation Plan (DEP)	David Kurfurst
Summary: To present and seek approval for 2021-22 Departmental Evaluation Plan (DEP).	
Decisions / Roundtable: <p>The 2021-22 Departmental Evaluation Plan (DEP) schedule was presented to the committee, highlighting the current evaluation context, planning process, the evaluations underway and those proposed to begin in FY 2021-22. The plan was developed through extensive consultations with branches, Program Officials and senior management across the department and reflect the Department's strategic needs, Treasury Board Commitments, and Policy on Results requirements.</p> <p>The alignment between the Evaluation and Audit plans was highlighted, particularly in light of the level of effort required for program areas to support these studies. Program and operations areas will have the chance to actively participate in consultations that will occur at the planning phases of the evaluations to ensure appropriate scope, timing and capacity of staff.</p> <p>The Committee agreed with the proposed evaluation schedule and highlighted an interest in departmental wide initiatives (i.e., GBA+, anti-racism, COVID impacts) incorporated into the evaluations, as appropriate.</p> <p>The 2021-22 Departmental Evaluation Plan schedule was APPROVED.</p>	
Action: <ul style="list-style-type: none"> • R&E to finalize the Departmental Evaluation Plan. • R&E to submit the Departmental Evaluation Plan to Treasury Board Secretariat. 	Deadline/Status: <ul style="list-style-type: none"> • Complete • Complete

Participants	Committee Members: <ul style="list-style-type: none"> Caroline Xavier Daniel Mills (absent) Marian Campbell Jarvis (absent) Fraser Valentine (absent) Hughes St-Pierre Zaina Sovani (absent) Holly Flowers-Code Nicole Giles Mieke Bos David Kurfurst Ümit Kiziltan Aaron Feniak Samantha McDonald (absent) David Hickey (absent) Catherine Scott Permanent Observers <ul style="list-style-type: none"> Martin Rubenstein Caroline Fobes Ravi Singh Simon Ouellet 	Replacements <ul style="list-style-type: none"> Caitlin Imre (for Fraser Valentine) Rina Lorello (for Zaina Sovani) Diane Laursen (for David Hickey) Guests <ul style="list-style-type: none"> Photinie Koutsavlis (RAB) Mathew Myre (RAB) Natalia Kudryashova (RAB) Natalie Hanniman (RAB) Randy Scott (EPM) Jessica Schafer (EPM) Abram Deighton (EPM)
Note taker	Abram Deighton (EPM)	

PERFORMANCE MEASUREMENT AND EVALUATION COMMITTEE

AGENDA

November 18, 2021
 1:00 p.m. – 2:30 p.m.
 via MS Teams



Time	Item	Purpose	Lead	Presenter(s)	Documents
1:00 – 1:05	Opening Remarks	-	All	C. Xavier	▪ ROD – 2021-06-21
	Committee Record of Decision and Action Items Follow-up	Approval			
1:05 – 1:20	1. Departmental Evaluation Plan (DEP) – Mid-year Update	Information	R&E	D. Kurfurst	▪ Deck
1:20 – 1:30	2. Update on Management Response Action Plans (MRAPs)	Information	R&E	D. Kurfurst	▪ Deck
1:30 – 1:55	3. Evaluation Report and MRAP - IRCC’s Memberships in International Forums and Organizations	Approval	R&E IIR	M. Bos D. Kurfurst G. Linder	▪ 3.1 Deck ▪ 3.2 Evaluation Report ▪ 3.3 MRAP
1:55 – 2:25	4. Evaluation Report and MRAP - International Migration Capacity-Building Program	Approval	R&E IIR	M. Bos D. Kurfurst G. Linder	▪ 4.1 Deck ▪ 4.2 Evaluation Report ▪ 4.3 MRAP
2:25 – 2:30	Roundtable	Discussion	All	-	-
	Closing Remarks				
Annex Items					
A.1 Evaluation Status Report A.2 PMEC Forward Agenda					



IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

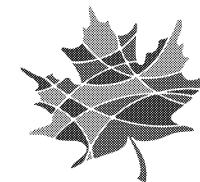
November 18, 2021 – 1:00–2:30 p.m.

1. Opening Remarks	Caroline Xavier
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (June 21, 2021) was <u>APPROVED</u> .	
3. Departmental Evaluation Plan (DEP) - Update	Mieke Bos David Kurfurst
Summary: To present the mid-year update on the DEP for information.	
A mid-year update on the Departmental Evaluation Plan was presented for information, highlighting the current status of evaluations underway, as well as upcoming projects.	
The committee acknowledged the importance and value of the evaluations scheduled to begin and highlighted the need to continue considering the impact of COVID-19 through the evaluation work going forward. Committee members noting the timing for the upcoming Terms of References, requesting that they be staggered to the extent possible, allowing for adequate time review time for program and operations areas.	
Action: <ul style="list-style-type: none"> R&E will begin the planning for DEP 2022 in January 2022. 	Deadline: <ul style="list-style-type: none"> In progress
4. Update on Management Response Action Plans (MRAPs)	Mieke Bos David Kurfurst
Summary: To provide an update on outstanding MRAP action items from past evaluations.	
An update on outstanding MRAP action items from past, recently completed evaluations (past 5 years) was discussed.	
A high level overview of the MRAP follow-up process was presented, which included updates on the 14 MRAPs that were not yet fully completed. However, overall, MRAPs from high-priority programs were found to be demonstrating solid progress towards completion; however, several outstanding MRAPs were highlighted, as they had one or more action items that were late by two years or more.	
Members outlined the importance of understanding and contextualizing the reasons for MRAP achievement delays in future MRAP reporting. As this process allowed for a backlog of outstanding MRAP items to be cleared, future MRAP reporting is expected to be less burdensome on impacted branches and sectors.	
Action: <ul style="list-style-type: none"> R&E will undertake the next MRAP follow-up process for the end of Q4 2021-22/Q1 2022/23 and will present to P MEC in Q2. 	Deadline: <ul style="list-style-type: none"> Q2 2022-23

5. Evaluation of IRCC's Memberships in International Forums and Organizations (MIFO) and Evaluation of International Migration Capacity Building Program (IMCBP) Funded Projects and MRAP	Mieke Bos David Kurfurst Glen Linder
<p>Summary: To present the Evaluation of IRCC's Memberships in International Forums and Organizations (MIFO) and Evaluation of International Migration Capacity Building Program and MRAP for approval.</p> <p>Decisions / Roundtable: Based on the complementarity of the two programs, the two evaluations were presented and discussed together, followed by a joint MRAP.</p> <p>With regards to IRCC's memberships in international forums and organizations, the evaluation found that there is an ongoing need to fund IRCC's memberships in international forums and organizations, as this participation helps to inform the work of IRCC and gives Canada an avenue to influence international positions and activities on migration. Some communication and knowledge-sharing challenges were identified.</p> <p>With regards to the IMCBP-Funded Projects, the evaluation found the projects support activities related to IRCC's bilateral and multilateral relationships, though there is some misalignment between the program outcomes and what can be achieved and measured given the small-scale nature of the projects. It was also noted that the program is being administrated with the necessary support mechanisms in place, though the level of effort to manage the program was mismatched with the materiality of the program.</p> <p>These evaluations resulted in a total of five recommendations, which focused on: reviewing the IMCBP-Funded Projects purpose and program theory, developing performance measurement frameworks, recalibrating the level of effort to administer funds through the project proposal process, and strengthening the dissemination of results of both components.</p> <p>The committee discussion focused on future improvements to both programs through a re-examining of the program theories and outcomes. It was acknowledged that the work taking place through memberships and capacity building projects is important for bilateral relations, and that measuring this work can be difficult though necessary.</p> <p>The Committee <u>APPROVED</u> both Evaluation reports and the MRAP, pending a final review of action item implementation timelines, given current departmental pressures.</p>	
<p>Action:</p> <ul style="list-style-type: none"> IIR to review and confirm timelines outlined in MRAP. 	<p>Deadline:</p> <ul style="list-style-type: none"> Completed

Participants	Committee Members: <ul style="list-style-type: none"> ▪ Caroline Xavier ▪ Catherine Scott ▪ Marian Campbell Jarvis (absent) ▪ Daniel Mills (absent) ▪ Nicole Giles ▪ Fraser Valentine ▪ Rina Lorello ▪ Holly Flowers Code (absent) ▪ Mieke Bos ▪ Ümit Kiziltan (absent) ▪ Aaron Feniak ▪ Hughes St. Pierre (absent) ▪ Murray Jones (absent) ▪ David Kurfurst Permanent Observers <ul style="list-style-type: none"> ▪ Martin Rubenstein (absent) ▪ Caroline Forbes ▪ Salena Brickey ▪ Simon Ouellet 	Replacements <ul style="list-style-type: none"> ▪ Marie-Josée Dorion (for Daniel Mills) ▪ Marie-Flore Baptiste (for Holly Flowers Code) ▪ Julie Chassé (for Hughes St. Pierre) Guests <ul style="list-style-type: none"> ▪ Symone Shaw (DMO) ▪ Glen Linder (IIR) ▪ Stephanie Leung (IIR) ▪ David Leger St-Cyr (IIR) ▪ Stephanie Lalonde (IIR) ▪ Jessica Schafer (R&E) ▪ Nikki Randell (R&E) ▪ Randy Scott (R&E)
Note taker	Nikki Randell (R&E)	

Performance Measurement and Evaluation Committee



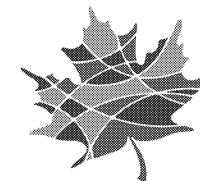
April 22, 2022
 1:00 p.m. – 2:00 p.m.
 via MS Teams

Time	Item	Purpose	Lead	Presenter(s)	Documents
1:00 – 1:05	Opening Remarks	-	All	Caroline Xavier	• ROD 2022-02-22
	Committee Record of Decision and Action Items Follow-up	Approval			
1:05 – 1:15	1. Head of Evaluation Updates	Information	R&E	Mieke Bos	• Verbal update
1:15 – 1:35	2. Departmental Evaluation Plan (DEP) – Schedule 2022-23	Approval	R&E	Mieke Bos David Kurfurst	• 2.1 EN Deck • 2.1 FR Deck • 2.2 EN Summary Sheet • 2.2 FR Summary Sheet
1:35 – 1:55	3. Terms of Reference – Evaluation of the International Mobility Program (IMP)	Approval	R&E	David Kurfurst	• 3.1 TOR Summary • 3.2 TOR
1:55 – 2:00	Roundtable	Discussion	All	-	-
	Closing Remarks				
Annex Items					
A.1 EN Evaluation Status Report A.1 FR Evaluation Status Report A.2 EN PMEC Forward Agenda A.2 EN PMEC Forward Agenda					



Performance Measurement and Evaluation Committee

April 22, 2022
 1:00 p.m. – 2:00 p.m.
 via MS Teams



Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Marian Campbell Jarvis Catherine Scott Daniel Mills (absent) Nicole Giles (absent) Glen Linder (absent) Rina Lorello Holly Flowers Code (absent) Jennifer MacIntyre Mieke Bos Ümit Kiziltan Hughes St. Pierre Murray Jones David Kurfurst	Marie-Josée Dorion Maxine Ifill Nicole Girard Marie-Flore Baptiste	Permanent Observers: Nicole Primeau Caroline Fobes Salena Brickey Symone Shaw Observers: Zak Keeping (R&E) Heather Moore (R&E) Jessica Schafer (R&E) Kurt Powell (R&E) Michele Kingsley (IB) Ian Gillespie (IB)



Performance Measurement and Evaluation Committee

DMA COMMITTEE RECORD OF DECISION

Comité de la mesure du rendement et de l'évaluation

COMPTES RENDUS DE DÉCISIONS DES COMITÉS SMD



April 22, 2022, 1pm-2pm – Chair: Caroline Xavier		
Item	Lead	Debrief
1. Opening Remarks	DMA	Summary : <ul style="list-style-type: none"> Welcome and introductory remarks from the Associate Deputy Minister.
2. Approval of Committee Record of Decisions (ROD)	All	Summary: <ul style="list-style-type: none"> The previous ROD (February 22, 2022) was <u>APPROVED</u>.
3. Updates from Head of Evaluation	R&E	Purpose: An update from the departmental Head of Evaluation. Summary: <ul style="list-style-type: none"> An update was provided from the Head of Evaluation regarding the status of the Evaluation and Performance Measurement functions. Treasury Board Secretariat (TBS) announced an upcoming review of the <i>Policy on Results</i>. This review will launch later in 2022-23, and there will also be a review of the Management Accountability Framework (MAF). IRCC will be involved in the consultations at various levels, particularly through TBS' communications with the Heads of Evaluation (Mieke Bos) and Heads of Performance Measurement (David Kurfurst) and other levels, including clients and senior management may also be consulted. Action: <ul style="list-style-type: none"> An update will be provided at future PMEC meetings as the work progresses and TBS provides more information.
4. IRCC Departmental Evaluation Plan (DEP) 2022-23 to 2027-28	R&E	Purpose: To present the IRCC Departmental Evaluation Plan (DEP) 2022-23 to 2026-27 for approval. Summary: <ul style="list-style-type: none"> The DEP was presented to the Committee, highlighting the current evaluation context, planning process, the evaluations underway, and those proposed to begin in FY 2022-23. The Plan was developed through extensive consultations with implicated branches, Program Officials, senior management, IAAB, and other government departments, and acknowledges the various emerging priorities (i.e., Afghanistan, Ukraine, Levels, etc.) which have changed processes, workloads, and the IRCC workforce. The plan highlighted the ongoing work undertaken by Evaluation Division to support the Government of Canada initiatives, including incorporating GBA+, collecting evidence to support departmental anti-racism work, and measuring the impact of COVID-19 on programming, where applicable. Discussion focused on the evaluation planning process, and the exceptional circumstances surrounding IRCC's programs in relation to new and emerging priorities.

Performance Measurement and Evaluation Committee

DMA COMMITTEE RECORD OF DECISION

Comité de la mesure du rendement et de l'évaluation

COMPTES RENDUS DE DÉCISIONS DES COMITÉS SMD



		<p>The committee acknowledged that the balance of proposed evaluations was right, in light of the department's heavy workload, and well aligned with Departmental priorities and evidence needs.</p> <ul style="list-style-type: none"> The Committee <u>APPROVED</u> in principle the proposed DEP schedule. <p>Action:</p> <ul style="list-style-type: none"> R&E will finalize the Departmental Evaluation Plan, and submit the full package to Treasury Board Secretariat by the June 30 deadline.
5. Terms of Reference – Evaluation of the International Mobility Program (IMP)	R&E	<p>Purpose: To present the Terms of Reference for the Evaluation of the International Mobility Program (IMP) for approval.</p> <p>Summary:</p> <ul style="list-style-type: none"> The Terms of Reference for the Evaluation of the International Mobility Program (IMP) was presented to the Committee, highlighting the scope, methodology, and key evaluation questions. The discussion focussed on the proposed focus and key issues that will be covered as part of the evaluation of the IMP, which is the IRCC portion of the larger Temporary Foreign Worker Program. It was acknowledged that the TOR was well-consulted, and highlighted some particular areas of emphasis for data collection and analysis. The proposed evaluation will focus on the timely access to workers and the benefits to Canada of temporary foreign workers. It will also include an assessment of the exemptions and their expansion in the last decade, as well as a profile of application/clients to better understand the various permit holders. The GBA+ and COVID impact lens will also be applied to this evaluation data collection. The IMP Evaluation Terms of Reference is <u>APPROVED</u>. <p>Action:</p> <ul style="list-style-type: none"> N/A

Performance Measurement and Evaluation Committee

DMA COMMITTEE RECORD OF DECISION

Comité de la mesure du rendement et de l'évaluation

COMPTES RENDUS DE DÉCISIONS DES COMITÉS SMD

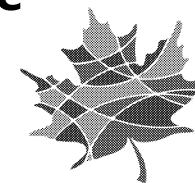


Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Marian Campbell Jarvis (absent) Catherine Scott Daniel Mills (absent) Nicole Giles Glen Linder (absent) Rina Lorello Holly Flowers Code (absent) Jennifer MacIntyre (absent) Mieke Bos Ümit Kiziltan Hughes St. Pierre (absent) Murray Jones (absent) David Kurfurst	Marie-Josée Dorion Nicole Girard Marie-Flore Baptiste	Permanent Observers: Nicole Primeau Caroline Fobes Salena Brickey Symone Shaw Observers: Jessica Schafer (R&E) Kurt Powell (R&E) Heather Moore (R&E) Zak Keeping (R&E) Michèle Kingsley (IB) Ian Gillespie (IB)

Performance Measurement and Evaluation Committee

AGENDA

February 22, 2022
 1:30 p.m. – 2:30 p.m.
 via MS Teams



Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents
1:30 – 1:35	Opening Remarks	-	All	C. Xavier	<ul style="list-style-type: none">EN ROD 2021-11-18FR ROD 2021-11-18
	Committee Record of Decision and Action Items Follow-up	Approval			
1:35 – 2:05	1. Evaluation Report and MRAP – Settlement Workers in Schools (SWIS)	Approval	R&E SIP	M. Bos D. Kurfurst C. Prince	<ul style="list-style-type: none">1.0 Deck1.1 Evaluation Report1.2 MRAP
2:05 – 2:25	2. Updated Passport Program PIP	Discussion	R&E CPPB	M. Bos M. Ifill	<ul style="list-style-type: none">2.0 EN Deck2.0 FR Deck2.1 EN PIP2.1 FR PIP
2:25 – 2:30	Roundtable	Discussion	All	C. Xavier	-
	Closing Remarks				
Annex Items					
A.1 EN Evaluation Status Report A.1 FR Evaluation Status Report A.2 EN PMEC Forward Agenda A.2 FR PMEC Forward Agenda					



AGENDA

Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Marian Campbell Jarvis Daniel Mills Hughes St. Pierre Catherine Scott Nicole Giles (absent) Corinne Prince Rina Lorello Holly Flowers Code Murray Jones (absent) Mieke Bos Ümit Kiziltan Aaron Feniak David Kurfurst	Maxine Ifill Jack Branswell	Permanent Observers: Nicole Primeau Caroline Fobes Salena Brickey Symone Shaw Presenters: Joanne Winter (SIP) Observers: Scott Jones Zak Keeping (R&E) Randy Scott (R&E) Stephanie Jay-Tosh (CPPB) Danielle Johnston (Admiss)

IRCC Performance Measurement and Evaluation Committee Meeting

Record of Decisions

February 22, 2022 – 1:30-2:30 p.m.

1. Opening Remarks	Caroline Xavier
Welcome and introductory remarks from the Associate Deputy Minister.	
2. Approval of Committee Record of Decisions (ROD)	All
Summary: The previous ROD (November 18, 2021) was <u>APPROVED</u> .	
3. Evaluation of Settlement Workers in Schools (SWIS) Report and MRAP	Mieke Bos David Kurfurst Corinne Prince
Summary: To present the Evaluation of Settlement Workers in Schools (SWIS) and MRAP for approval.	
Decisions/Roundtable: The key evaluation findings from the SWIS Evaluation were presented and discussed, followed by a review of the action plan items. The evaluation found a clear and demonstrable need for SWIS as an intervention effectively reaching and supporting newcomer youth and their parents/guardians' integration in Canadian society and the Canadian education system. Clients perceive SWIS services to be useful and responsive to their needs, in that it enhances their knowledge, involvement and performance in the education system. Moreover, SWIS is providing referrals to clients other needed settlement services. The evaluation identified unique SWIS delivery models which allow service providers to adapt their programming for regional, provincial/territorial and local priorities. However, the evaluation also found this flexibility creates challenges for fully reporting on program outcomes, comparing service providers, and understanding which SWIS interventions work best for whom, and under which conditions. The evaluation presented three recommendations: around addressing gaps in IRCC's capacity to fully report on SWIS delivery and outcomes, including how SWIS activities are defined, how SWIS activities are captured in databases, and how service providers share information on the clients they serve. The Committee commended the evaluation for providing an evidence base supporting SWIS, as well as for its innovative methodology in surveying immigrant youth. The MRAP discussion focused the feasibility of certain action item timelines. The Committee also acknowledged that future policies for greater standardization in identifying SWIS activities and improved data collection procedures would ensure service providers are still afforded a level of flexibility in service delivery approach. The Committee <u>APPROVED</u> the Evaluation report and MRAP, pending minor additions to action item accountabilities. The evaluation will be published on the IRCC external website (within approximately 4 months of approval).	
Action: <ul style="list-style-type: none"> R&E, with SIP, to finalize MRAP per Committee directions and discussion. 	Deadline: <ul style="list-style-type: none"> Completed

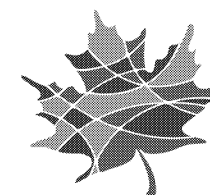
4. Updated Passport Program Performance Information Profile		Mieke Bos Maxine Ifill
Summary: To provide an update on the Passport Program Performance Information Profile (PIP).		
Decisions / Roundtable: A summary of important updates to the Passport Program PIP were presented, including changes to the program Logic Model and Performance Measurement Framework (ie: key indicators and targets). Through extensive consultations, the PIP was refreshed to better reflect program context, risks and organizational structure. In particular, the Program worked to updating its outcomes and logic model to include includes fewer activities, outputs and outcomes while maintaining the program's pillars of program management, service and integrity, as well as confirming or revising the critical indicators needed to tell the program results story. Broadly, the revised PIP reflects the program's commitment toward a more inclusive client-centric service model, and leverages modern technologies to better monitor and report on program performance. The Committee praised the clarity and streamlined nature of the redesigned PIP and its overall robustness and utility as a program amangement tool, and welcomed the integration of GBA+ and anti-racism lenses into future program measurement.		
Action: <ul style="list-style-type: none"> N/A 		Deadline: <ul style="list-style-type: none"> N/A
Participants	Committee Members: <ul style="list-style-type: none"> Caroline Xavier Catherine Scott (absent) Marian Campbell Jarvis Daniel Mills (absent) Nicole Giles (absent) Corinne Prince Rina Lorello Holly Flowers-Code Mieke Bos Ümit Kiziltan Aaron Feniak Hughes St. Pierre Murray Jones (absent) David Kurfurst Scott Jones Permanent Observers <ul style="list-style-type: none"> Nicole Primeau Caroline Forbes Salena Brickey Symone Shaw 	Guests/Replacements <ul style="list-style-type: none"> Joanne Winter (SIP) Maxine Ifill (CPPB) Natasha Beg (SIP) David Cashaback (SIP) Wallace Fowler (DMO) Danielle Johnston (Admissibility) Jack Branswell (Communications) Gillian Wan (SN) Natalie Hanniman (ICB) Stephanie Jay-Tosh (CPPB) Derek Pickell (CPPB) Randy Scott (R&E) Caila Aubé (R&E) Nikki Randell (R&E) Kurt Powell (R&E) Zak Keeping (R&E)
Note taker	Zak Keeping (R&E)	

Performance Measurement Evaluation Committee

AGENDA

Comité de la mesure du rendement et de l'évaluation

ORDRE DU JOUR



June 3, 2022
 1:00 p.m. – 2:30 p.m.
 MS Teams

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents
1:00 – 1:05	Opening Remarks	-	All	Caroline Xavier	• ROD 2022-04-22
	Committee Record of Decision and Action Items Follow-up	Approval			
1:05 – 1:45	1. Evaluation Report and MRAP – Electronic Travel Authorization (eTA)	Approval	R&E Admiss	Mieke Bos David Kurfurst Tina Matos	• 1.1 Deck • 1.2 MRAP • 1.3 Evaluation Report
1:45 – 2:05	2. Terms of Reference – Evaluation of the Start-Up Visa (SUV) Program	Approval	R&E	David Kurfurst	• 2.1 TOR Summary • 2.2 TOR
2:05 – 2:25	3. Terms of Reference – Evaluation of the Resettlement Program	Approval	R&E	David Kurfurst	• 3.1 TOR Summary • 3.2 TOR
2:25 – 2:30	Roundtable	Discussion	All	-	-
	Closing Remarks				
Annex Items					
A.1 EN - Evaluation Status Report / FR – Evaluation Status Report A.2 EN - PMEC Forward Agenda / FR – PMEC Forward Agenda					

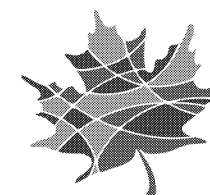


Performance Measurement Evaluation Committee

AGENDA

Comité de la mesure du rendement et de l'évaluation

ORDRE DU JOUR



June 3, 2022
 1:00 p.m. – 2:30 p.m.
 MS Teams

Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Daniel Mills (absent) Marian Campbell Jarvis (absent) Catherine Scott Rina Lorello Holly Flowers Code Hughes St. Pierre (absent) Soyoung Park Nicole Giles Jennifer MacIntyre Mieke Bos Ümit Kiziltan Murray Jones (absent) David Kurfurst	Marie-Josée Dorion Glen Linder Annie Chalifoux Jack Branswell	Permanent Observers: Nicole Primeau Caroline Fobes Salena Brickey Symone Shaw Presenters: Tina Matos (Admiss) Observers: Erin Cato (Admiss) Michele Kingsley (IB) James McNamee (IB) Francis Lacasse (Evaluation) Heather Moore (Evaluation) Zak Keeping (Evaluation) Alyssa Haskell (Evaluation)



Performance Measurement and Evaluation Committee

DMA COMMITTEE RECORD OF DECISION

Comité de la mesure du rendement et de l'évaluation

COMPTES RENDUS DE DÉCISIONS DES COMITÉS SMD



June 3, 2022 1:00pm-2:30pm – Chair: Caroline Xavier		
Item	Lead	Debrief
1. Opening Remarks	DMA	Summary : <ul style="list-style-type: none"> Welcome and introductory remarks from the Associate Deputy Minister.
2. Approval of Committee Record of Decisions (ROD)	All	Summary: <ul style="list-style-type: none"> The previous ROD (April 22, 2022) was <u>APPROVED</u>.
3. Evaluation Report and Management Response Action Plan (MRAP) – Electronic Travel Authorization (eTA)	R&E	<p>Purpose: Presentation of the Evaluation of the eTA and associated MRAP for approval</p> <p>Summary:</p> <ul style="list-style-type: none"> Key evaluation findings and recommendations were presented and discussed. Committee members highlighted connections between the evaluation results and the program context, and the links to the department's visitor transformation and digital platform modernization. The Committee had an engaged discussion on the program and the findings, noting several areas of particular interest, including: eTA contributions to security objectives and program integrity, and some of the broader visa policy context. The findings were recognized as an important evidence base IRCC's visitors/identity management agenda, as well as for the ongoing success of eTA and future potential expansion. Committee members acknowledged that several MRAP actions items' completion and timelines are reliant on identifying and securing sources of funding. Given the sensitive nature of some of the content, the final evaluation report and MRAP will be reviewed for possible redactions ahead of its publication date (approximately 4 months post final-approval). <p>Action:</p> <ul style="list-style-type: none"> R&E has consulted with program leads and carefully reviewed the PMEC comments; no substantive changes were required to the report and MRAP. The finalized documents will be approved secretarially.
4. Terms of Reference – Evaluation of the Start-Up Visa (SUV) Program	R&E	<p>Purpose: Presentation of the Terms of Reference (TOR) for the Evaluation of the SUV Program for approval.</p> <p>Summary:</p> <ul style="list-style-type: none"> The TOR for the Evaluation of the SUV Program was presented to the Committee, highlighting the scope, methodology, and key evaluation questions. The Committee acknowledged that the TOR was well-consulted. The discussion noted the importance for the evaluation to report on economic outcomes and for assessing other possible labour market impacts of the SUV. The

Performance Measurement and Evaluation Committee

DMA COMMITTEE RECORD OF DECISION

Comité de la mesure du rendement et de l'évaluation

COMPTES RENDUS DE DÉCISIONS DES COMITÉS SMD



		<p>evaluation will also review program management aspects and any integrity or delivery areas of concern.</p> <ul style="list-style-type: none"> The TOR for the Evaluation of the SUV Program was <u>APPROVED</u>. <p>Action:</p> <ul style="list-style-type: none"> N/A
5. Terms of Reference – Evaluation of the Refugee Resettlement Program	R&E	<p>Purpose: To present the TOR for the Evaluation of the Refugee Resettlement Program for approval.</p> <p>Summary:</p> <ul style="list-style-type: none"> The TOR for the Evaluation of the Refugee Resettlement Program was presented to the Committee, highlighting the proposed scope, methodology, and key evaluation questions. The evaluation will cover all refugee streams, and the Committee noted the timeliness of the evaluation, though it was also recognized as a potentially highly complex study. Committee members provided extensive input into possible areas of increased focus for the evaluation; various additions and considerations were proposed, including a deeper look at immigrations loans, RAP service provision, and overall resettlement program objectives. It was acknowledged that broadening the scope would increase the duration and complexity of this evaluation. Based on the Committee recommendation, the Evaluation team will carefully review potential scope adjustments, consults with lead branches, and adjust the TOR, which will be resubmitted to the revised to PMEC secretorially. <p>Action:</p> <ul style="list-style-type: none"> R&E to update the TOR and distribute the revised version to the PMEC for secretarial approval.

Comité de la mesure du rendement et de l'évaluation



COMPTES RENDUS DE DÉCISIONS DES COMITÉS SMD

Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Marian Campbell Jarvis (absent) Catherine Scott Daniel Mills (absent) Nicole Giles Glen Linder Rina Lorello Holly Flowers Code Jennifer MacIntyre Mieke Bos Ümit Kiziltan Hughes St. Pierre (absent) Murray Jones (absent) David Kurfurst	Marie-Josée Dorion Annie Chalifoux Jack Branswell (absent)	Permanent Observers: Nicole Primeau Caroline Fobes Salena Brickey Meghan Brown Presenters: Tina Matos (Admiss; absent)
		Observers: Meghan Brown (DMO) Natalie Hanniman (ICB) Heather Moore (R&E) Francis Lacasse (R&E) Nikki Randell (R&E) Kurt Powell (R&E) Alyssa Haskell (R&E) Zak Keeping (R&E)

Performance Measurement Evaluation Committee

AGENDA

Comité de la mesure du rendement et de l'évaluation

ORDRE DU JOUR



July 13, 2022
 9:30 a.m. – 10:30 a.m.
 MS Teams

Time	Item	Purpose	Lead	Presenter(s)	Supporting Documents
9:30 – 9:35	Opening Remarks	-	All	C. Xavier	<ul style="list-style-type: none"> 0.1 ROD 2022-06-03
	Committee Record of Decision and Action Items Follow-up	Approval			
9:35 – 10:10	1. Evaluation Report and MRAP – Global Skills Strategy (GSS)	Approval	R&E DN	M. Bos D. Kurfurst C. Arbez	<ul style="list-style-type: none"> 1.1 Deck 1.2 Evaluation Report 1.3 MRAP
10:10 – 10:25	2. Terms of Reference – Evaluation of Migration Health Programming	Approval	R&E	D. Kurfurst	<ul style="list-style-type: none"> 2.1 TOR Summary 2.2 Terms of Reference
10:25 – 10:30	Roundtable	Discussion	All	-	-
	Closing Remarks				

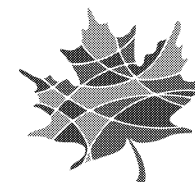


Performance Measurement Evaluation Committee

AGENDA

Comité de la mesure du rendement et de l'évaluation

ORDRE DU JOUR



July 13, 2022
 9:30 a.m. – 10:30 a.m.
 MS Teams

Committee Members	Replacements	Non-Member Presenters and Observers
Caroline Xavier Marian Campbell Jarvis Soyoung Park Catherine Scott Daniel Mills Nicole Giles (absent) Rina Lorello Holly Flowers Code (absent) Jennifer MacIntyre Mieke Bos Ümit Kiziltan Hughes St. Pierre (absent) Murray Jones David Kurfurst	Craig Shankar Thierry Cadieux Julie Chassé	Permanent Observers: Nicole Primeau Caroline Fobes Salena Brickey Meghan Brown Presenters: Claude Arbez (Domestic Network/DSC) Observers: Michele Kingsley (IB) Ian Gillespie (IB) James McNamee (IB) Alex Hiles (DN) Tara Lang (CN) Logan McNamara (IPG) Jean-Marc Gionet (IPG) James Mickle (IPG) Natalie Theriault (MHB) Francis Lacasse (Evaluation) Heather Moore (Evaluation) Jessica Schafer (Evaluation)





Terms of Reference

Performance Management and Evaluation Committee

MANDATE

The Performance Measurement and Evaluation Committee (PMEC) uses performance measurement and evaluation information to improve the effectiveness and efficiency of Departmental programs. It ensures timely course-correction to enhance program results.

The PMEC oversees all aspects of performance measurement and evaluation¹ in IRCC. Decision making responsibility rests with the Chair of the committee who is advised by the members with respect to planning, resourcing, coordination and use of performance measurement and evaluation information as defined in the Treasury Board (TB) *Policy on Results*. These responsibilities include oversight of the Departmental Results Framework and Program Inventory and the quality of performance measurement data to support evaluations and public results reporting.

RESPONSIBILITIES

- Program Performance Measurement oversight and reporting;
- Departmental evaluation planning, resourcing, and reporting;
- The ongoing alignment between the Departmental Results Framework and the Program Inventory;
- The availability, quality, utility and use of performance information;
- Departmental data management in support of performance measurement, evaluation and results reporting; including IT requirements; and
- Other evaluation and/or performance measurement-related activities of the Department as needed.
- See details in **Annex A**

FREQUENCY OF MEETINGS

The PMEC meets approximately six times a year. A forward agenda is developed by the Evaluation and Performance Measurement Division of the Research and Evaluation Branch and updated and shared with the PMEC at each meeting. An annual schedule of meetings is developed in collaboration with the Corporate Governance Division.

ADMINISTRATION

Membership

Chair:

Associate Deputy Minister

Members:

- Assistant Deputy Minister, Strategic and Program Policy
- Associate Assistant Deputy Minister, Strategic and Program Policy
- Assistant Deputy Minister, Settlement and Integration

¹ The evaluation-related oversight responsibilities of the PMEC as defined by the TB *Policy on Results* are mostly unchanged from the responsibilities of the previous Departmental Evaluation Committee (DEC) and from the previous 2009 *Policy on Evaluation*.

- Assistant Deputy Minister, Operations
- Associate Assistant Deputy Minister, Operations
- Assistant Deputy Minister, Corporate Management / Chief Financial Officer
- Assistant Deputy Minister, Transformation and Digital Solutions / Chief Information Officer
- Chief Human Resources Officer

Additional members²:

- Director General, Communications
- Director General, Research and Evaluation /Head of Evaluation
- Director General, Strategic Policy and Planning
- Director General, Operational Performance and Planning Branch
- Director of Evaluation/Head of Performance Measurement³
- Director of Strategic Planning and Reporting

Permanent observers:

- Chief Audit Executive
- Legal Services

See details of chair and member roles in **Annex B** and a description of key supporting roles within the department in **Annex C**.

Attendance

When a member is absent, only their actor will be permitted to attend on their behalf. No other substitutes will be allowed. The committee secretariat must be notified via the PMEC mailbox: IRCC.PMEC-CMRE.IRCC@cic.gc.ca of any alternates no less than 24 hours prior to the meeting and it is expected that use will be kept to a minimum.

Secretariat Support

Coordination support for the PMEC is provided by Research and Evaluation. Their responsibilities include work planning, issue identification, forward agenda development and maintenance, development of reporting tools, quality control, and hospitality.

The Corporate Governance Division is responsible for meeting coordination, quality control and distribution of the material five business days prior to the meeting.

Meeting Material

DGO leads will provide the necessary supporting documentation to R&E no later than five days prior to their scheduled presentation. Presentations are to be given and considered within the context of broader policy and operational transformation. Whenever possible, presentations in both official language are preferred and encouraged.

² Formerly considered ex officio are members of PMEC by virtue of their position in the Department.

³ This is a newly-created role in the 2016 *Policy on Results*, further described on page 5. The IRCC Head of Performance Measurement is designated as the Director of Evaluation.

Record of Decision

A high level Records of Decision (RoD) will be drafted by Research & Evaluation highlighting key points of decision, discussion, and any necessary actions.

Evaluation of Terms of Reference

The Terms of Reference will be reviewed on annual basis during the summer period.

Annex A

PMEC Roles and Responsibilities

Program Performance Measurement Oversight and Reporting

- The PMEC will receive from Program Officials⁴ on an as-agreed⁵ basis, program Stocktakes that will include program results⁶ reporting and related impacts, using evaluation results and performance measurement information to inform business decisions and strengthen the effectiveness of programs. Stocktakes will include the quality, availability, utility and use of the Department's performance information and data.

Evaluation Planning, Resourcing and Reporting

- In the final quarter of each fiscal year, the PMEC reviews the multi-year Departmental Evaluation Plan prepared by the Head of Evaluation and provides advice to the Chair of the PMEC. The PMEC reviews the adequacy of evaluation coverage of departmental programs, policies and operations, as well as the risk-based considerations used to determine the scope, timing, and resources committed to the individual evaluations on the Plan.
- The PMEC reviews progress against the Departmental Evaluation Plan quarterly.
- The PMEC reviews and provides advice on the evaluation reports and associated documents, including Management Response Action Plans, to the Chair of the PMEC.
 - The PMEC ensures follow-up on approved Management Response Action Plans;
 - The PMEC approves publication of the approved evaluation products on the IRCC website and submission of the reports to the TBS.
- The PMEC reviews and provides advice on the terms of reference for planned evaluations or any ad hoc evaluations or reviews that may be requested by the Chair of the PMEC or Senior Management.
- The PMEC reviews the resources allocated to the evaluation function annually to ensure they are consistent with the requirements of the Departmental Evaluation Plan.
- The PMEC reviews and provides advice on a neutral assessment of the IRCC evaluation function at least once every five years⁷.

Departmental Results Framework and Program Inventory Development

- On an annual basis, the PMEC reviews and provides advice to the Chair of the PMEC of any changes to the Departmental Results Framework and Program Inventory.

⁴ Programs and Program Officials as defined in the TB *Policy on Results* and Departmental Results Framework.

⁵ An annual Stocktake reporting schedule will be established by Research & Evaluation with input from Program Officials and presented to PMEC for approval.

⁶ Stocktakes to focus on expected results as defined in the program logic model as well as key program decisions and data gaps where important performance information is not available. Stocktakes are not expected to be a dashboard update on performance indicators.

⁷ This is a Policy on Results requirement. The last Neutral Assessment of the IRCC Evaluation Function was completed in 2014.

On an annual basis, the PMEC receives reports in the form of the draft Departmental Results Report on the IRCC's Departmental results as well as IRCC's contributions to Government of Canada priorities.

Annex B

Chairperson and Member Roles and Responsibilities

CHAIR

The Deputy Minister or their delegate are the Chair of the Committee. The Associate Deputy Minister is currently delegated to chair the PMEC and is responsible for ensuring rigorous performance measurement, evaluation, and results reporting practices within the Department. The PMEC Chair approves all evaluation and performance measurement products brought forward based on the recommendations of the Committee. The PMEC Chair provides guidance on the resolution to disagreements. PMEC decisions and approved products will be shared with the Departmental Executive Committee (ExCom) for information Annex items.

MEMBERS

The primary role of the members is to provide independent, objective advice to the Chair of the PMEC. Each member represents the perspective of their respective organization as well as a horizontal, departmental perspective, and will:

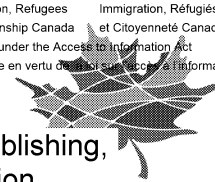
- Support the effective oversight of the performance measurement and evaluation functions and facilitate collaboration and coordination within the department;
- Ensure that performance information and related requirements are implemented and maintained;
- Support the effective use of performance information in decision making and results reporting;
- Champion the credibility, value, understanding, and use of performance information in the department;
- Ensure that results of evaluations are incorporated into the departmental and sector priority-setting, planning, policy, and decision-making processes.
- Support objective and transparent communication and reporting of performance results and information, both inside and outside the department.
- Foster advancement of the performance measurement and evaluation functions.

Members must attend all meetings and are directly responsible for representing their team or area and their contribution to all deliverables. If a member is unavailable for a scheduled meeting, a designated representative who is acting on their behalf may attend in their stead.

HEAD OF EVALUATION

The role of the Head of Evaluation is to lead the departmental evaluation function, including assessment of the departmental evaluation needs, undertaking departmental evaluation planning, directing and reporting on evaluations, supporting the use of performance information, and advising the PMEC on evaluation findings and issues.

HEAD OF PERFORMANCE MEASUREMENT



The role of the Head of Performance Measurement is to support the Chair of the PMEC in establishing, maintaining and implementing the Program Inventory, and ensuring that Performance Information Profiles are developed and implemented by Program Officials to ensure quality, useful performance measurement information and data are available to support decision making and timely results reporting.

CHIEF INFORMATION OFFICER

The Chief Information Officer (CIO) is responsible for advising the PMEC and the Head of Performance Measurement on the department's information technology applications and tool requirements related to performance information or informing them of updates to requirements associated with the Departmental Results Framework, Program Inventory, and the Performance Information Profiles. The CIO helps to ensure that the department has the necessary information technology applications and tools to support the timely collection and use of quality performance data and supports results reporting.

CHIEF FINANCIAL OFFICER

The Chief Financial Officer (CFO) is responsible for verifying, in writing, the accuracy of the planned and actual financial expenditures reported to the Treasury Board of Canada Secretariat for each Program in the Program Inventory including the accuracy of planned and actual human resources information (in full time equivalents). The CFO is also responsible for financial data associated with departmental performance information, when it is provided to the Treasury Board of Canada Secretariat to inform Treasury Board submissions, memoranda to Cabinet, centrally-led evaluations, and resource alignment reviews.

CHIEF HUMAN RESOURCES OFFICER

The Chief Human Resources Officer is responsible for verifying, in writing, the accuracy of planned and actual human resources information (in full time equivalents) reported to the Treasury Board of Canada Secretariat for each Program in the Program Inventory.

Annex C

Key Supporting Roles within the Department

The **Research and Evaluation Branch**, **Strategic Policy and Planning Branch** and **Program Officials** and **Program Management Table Members** are all responsible for promoting and building performance measurement capacity within the Department as well as fostering the advancement of the performance measurement and evaluation functions.

The **Evaluation and Performance Measurement Division** of the **Research & Evaluation Branch** is responsible for overseeing the planning, conduct and reporting of evaluations, the publication of approved reports, and the monitoring of Management Response Action Plans that stem from evaluation recommendations. This division also plays a lead role in program performance measurement and results reporting activities, and provides expert guidance in the development of performance measures in support of evaluation, Treasury Board submissions and Memoranda to Cabinet. This includes a key role in supporting program Performance Information Profile⁸ development and implementation, as well as a facilitation and secretariat role in supporting Program Management Tables (described below).

In addition, Evaluation and Performance Measurement Division has a co-lead role in the development of the Departmental Results Framework, the Program Inventory and associated data strategies in support of reporting against these.

The **Strategic Planning and Reporting Division** within **Strategic Policy and Planning Branch** plays the lead role in the development, implementation and maintenance of the Departmental Results Framework and the Program Inventory, the development of parliamentary results reporting products (the Departmental Plan and Departmental Results Report), and also provides expert performance measurement guidance in the development of their Performance Information Profiles, Treasury Board submissions and memoranda to Cabinet – this from the perspective of the public-facing narrative. This division also supports the departmental Chief Results and Delivery Officer⁹ in their responsibilities.

Program Officials, with support from the above areas, and the members of their respective Program Management Tables, establish, maintain and implement Performance Information Profiles for their programs in the Program Inventory. Program Officials are responsible for convening program management tables to coordinate program monitoring based on required performance measurement information to support business decisions. They report on their program results to the PMEC through Stocktakes based on performance measurement information and evaluation results, to inform policy, program design and management and resource allocation with a view to improving program effectiveness, as well as to support results reporting.

Program Management Tables (PMTs), chaired by the Program Official, include the key branches implicated in the design and delivery of a specific program (e.g. Immigration Program Guidance Branch, Communications), as well as Research and Evaluation Branch, Strategic Policy and Planning

⁸ Performance Information Profiles (PIPs) are replacing Performance Measurement Strategies (PMSs) under the new *Policy on Results*. They contain the same main components – articulation of program logic, performance indicators and data collection approaches, an evaluation strategy – and now include new sections such as Additional Information annexes.

⁹ This position is currently designated as the ADM Strategic and Program Policy.

Branch and Operational Planning and Performance Branch. These tables are mechanisms to enable program ownership as being a shared responsibility across branches.

PMTs provide governance for the implementation and maintenance of Program Performance Information Profiles. PMTs are responsible for reviewing and analyzing program performance results, supporting the Program Official in producing Stocktakes based on the PIP, and discussing and developing key program decisions and actions based on performance measurement information. PMTs also support the Program Official in implementing any decisions or action items that are identified through Stocktake and/or PMEC discussions and are similarly responsible for collectively delivering on action items that result from related evaluation and audit recommendations.

The **Performance Measurement Steering Committee (PMSC)**, co-chaired by the Director General, Research and Evaluation Branch and the Director General, Strategic Policy and Planning Branch, is delegated by the PMEC to provide direct oversight and approval for the development, implementation and maintenance of the Departmental Results Framework and the Program Inventory. The PMSC also oversees the development and approval of program and non-program Performance Information Profiles, and supports implementation of the PIPs, including Stocktakes and public results reporting.

The **Data Executive Steering Committee (DESC)**, co-chaired by the Director General, Operational Performance and Planning Branch, the Director General, Research and Evaluation Branch, and the Director General, Solutions and Information Management Branch¹⁰, provides senior leadership and strategic guidance to support excellence in data quality and integrity as part of the Department's data governance regime. DESC supports the PMSC and Program Management Tables in ensuring accurate, timely, complete and reliable performance information and data for evaluations, the Department's program-level and public results reporting, as well as the Departmental Results Framework and Program Inventory and PIPs.

Transformation Steering Committee

AGENDA

Comité directeur de la transformation

ORDRE DU JOUR



August 17, 2020
 9:30 a.m. – 11:15 a.m.
Skype for Business

Time	Items	Purpose	Presenters	Appearances	Documents
9:30 (5 min)	Opening Remarks	-	R. Bishop N. Giles	-	<ul style="list-style-type: none"> ROD 2020-06-02
Debrief <i>(Please provide key highlights only.)</i>					
9:35 (5 min)	DG Committee Feeder Reporting	Information	Chair(s)	-	<ul style="list-style-type: none"> Report
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
9:40 (15 min)	1. Transformation Governance Changes	Approval	S. Cardinal	-	<ul style="list-style-type: none"> 1.1 Terms of Reference 1.2 IRCC Digital Transformation Governance
9:55 (30 min)	2. Digital Journey Labs: Building a recommendation for upcoming labs		R. Bishop C. Iatauro	DG Core Forum – Aug 5	<ul style="list-style-type: none"> Deck
10:25 (30 min)	3. Updates: Citizenship Journey Lab, TRV Journey Lab, and Lean		R. Bishop C. Iatauro	DG Core Forum– Aug 5	<ul style="list-style-type: none"> 3.1 Roadmap Deck 3.2 ZBD Deck 3.3 MVP Deck 3.4 TRV MVP Update 3.5 ILT Phase 2 Deck
11:55 (15 min)	4. Digital Platform Modernization (DPM)		O. Subhani	-	<ul style="list-style-type: none"> Deck
11:10 (5 min)	Closing Remarks	-	R. Bishop N. Giles	-	-



Committee Members	Replacements	Guests
<p> Zaina Sovani (Absent) Daniel Mills (Absent) Ralph Bishop (Co-Chair) Hughes St-Pierre Holly Flowers Code Natasha Kim Alec Attfield (Absent) Caroline Fobes David Hickey (Absent) Julie Chassé Michèle Kingsley Ex-officio Simon Cardinal Randy Reynoso Permanent Observer Martin Rubenstein </p>	<p> Nicole Giles (Co-Chair) Teny Dikranian Jon Greer </p>	<p> 2.0 Digital Journey Labs: Building a recommendation for upcoming labs Connie Iatauro 3.0 Digital Platform Modernization Omar Subhani McKinsey Corporate Governance / Transformation Branch Robyn Lemire Derek Kunsken André Baril Blair Haddock Immaculate Kimani (Record of Decision) </p>

Digital Transformation Programme Board

RECORD OF DECISIONS

Conseil du programme de transformation numérique

COMPTE RENDU DES DÉCISIONS

August 17, 2020
 9:30 a.m. – 11:15 a.m.
 Virtual (Skype for Business)

Agenda Item	Presenter(s)
Opening Remarks	N. Giles
<ul style="list-style-type: none"> Record of decision from June 2, 2020 was endorsed. 	
Operational Governance Reporting	Chair(s)
<ul style="list-style-type: none"> Committee chair provided an update on the Transformation Core Director General (DG) Group and Core DG Forums held since the last transformation steering committee. 	
1. Transformation Governance Changes	S. Cardinal
Purpose: Seek approval of the new Digital Transformation Programme Board (DTPB) Terms of Reference (ToR) and the proposed integrated governance model.	
Discussion Items <ul style="list-style-type: none"> Members supported the changes to the Terms of Reference for the Digital Transformation Programme Board (formerly the Transformation Steering Committee) but signalled the need for further membership review to consider having some members attend meetings that will facilitate decision making on specific items. 	
Decisions & Action Items <ul style="list-style-type: none"> Membership will be reviewed prior to the ratification of the Terms of Reference. Terms of Reference to be discussed at the Transformation Committee meeting. 	Timelines <ul style="list-style-type: none"> Friday, August 21
2. Digital Journey Labs: Building a recommendation for upcoming labs	R. Bishop & C. Iatauro
Purpose: Discuss and seek endorsement on the recommendations for the next set of Digital Labs in the context of Covid-19.	
Discussion Items <ul style="list-style-type: none"> Members agreed that the presentation and recommendations were comprehensive. Strong support was conveyed to prioritize horizontal initiatives especially the MyAccount application as it will be integral for maintaining access with clients; feeding into data governance; alleviating pressures for requests for information; and supporting ongoing departmental initiatives. Digital intake was also put forth as a departmental priority consideration. The strategy for digital intake and the MyAccount initiatives will be done in phases in order to leverage the work and lessons learned from other journey labs. Recommendation rendered to deprioritize the passport journey. Consider the value of going forward with horizontal vs. end-to-end journey labs, include the risks, financial considerations, and challenges of the implementation approaches. 	
Decisions & Action Items <ul style="list-style-type: none"> Put forward recommendations for decision at TransCom. 	Timelines <ul style="list-style-type: none"> Friday, August 21

3. Updates: Citizenship Journey Lab, TRV Journey Lab, and Lean		R. Bishop & C. Iatauro
Purpose: Provide an update on the ongoing Citizenship Journey Labs.		
Discussion Items <ul style="list-style-type: none"> The effort and outcomes of the journey labs was well received by members but it was noted that implementing an e-testing and an e-scheduler would yield a lot of benefits for the Department. The e-scheduler will be brought back for TSC discussion with the program integrity and risk considerations. 		
Decisions & Action Items <ul style="list-style-type: none"> Bring the e-scheduler presentation for a TSC discussion. 		Timelines <ul style="list-style-type: none"> TBD
4. Digital Platform Modernization (DPM)		O. Subhani
Purpose: Provide TSC with an update on the way forward for IRCC's Digital Platform Modernization initiative.		
Discussion Items <ul style="list-style-type: none"> Due to lack of time, this item was deferred to the next TSC. 		
Decisions & Action Items <ul style="list-style-type: none"> N/A 		Timelines <ul style="list-style-type: none"> N/A

Committee Members	Replacements	Guests
Zaina Sovani (absent) Daniel Mills (absent) Ralph Bishop (Co-Chair) Hughes St-Pierre Holly Flowers Code Natasha Kim Alec Attfield (absent) Caroline Fobes David Hickey (absent) Julie Chassé Michèle Kingsley Ex-officio Simon Cardinal Randy Reynoso Permanent Observer Martin Rubenstein	Nicole Giles (Co-Chair) Teny Dikranian Jon Greer	2. Digital Journey Labs Connie Iatauro 3. Updates: Citizenship Journey Lab, TRV Journey Lab, and Lean Connie Iatauro 4. Digital Platform Modernization Omar Subhani (absent) McKinsey McGregor Faulkner Erez Eizenman Corporate Governance / Transformation Branch Robyn Lemire Derek Kunsken André Baril Blair Haddock Immaculate Kimani (Record of Decision)

Digital Transformation Programme Board

ANNOTATED AGENDA

Conseil du Programme de transformation digitale


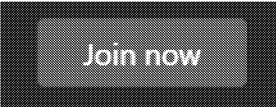


ORDRE DU JOUR ANNOTÉ

November 23, 2020
 9:00 a.m. – 11:00 a.m.
 MS Teams (Instructions on p. 3)

Time	Items	Purpose	Presenters	Appearances	Documents
9:00 (5 min)	Opening Remarks	-	Z. Sovani	-	-
Debrief <i>(Please provide key highlights only.)</i>					
9:05 (10 min)	DG Committee Feeder Reporting	Information	O. Subhani & B. Haddock	-	▪ Report
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
9:15 (15 min)	1. Launching Digital Labs to Support Priorities	Decision	R. Bishop	-	▪ Deck
9:30 (15 min)	2. Digital Lab Process Update	Update	R. Bishop	-	▪ Deck
9:45 (15 min)	3. Digital Talent Engine	Information	R. Bishop	-	▪ Deck
10:00 (30 min)	4. Digital Platform Modernization (DPM) Phase 1 & 2	Information	O. Subhani	-	▪ Deck
10:30 (25 min)	5. Digital Capture	Information	T. Matos	-	▪ Deck
10:55 (5 min)	Closing Remarks	-	Z. Sovani	-	-
Annexes					
-	1. Citizenship Journey Lab Update	Information	-	-	▪ Deck
-	2. TRV-Client Journey Lab Update	Information	-	-	▪ Deck
-	3. TRV-Client Journey Lab Update - Chinook	Information	-	-	▪ Deck
-	4. TR eApps Update	Information	-	-	▪ Deck



Committee Members	Replacements	Guests
<p> Zaina Sovani (Chair) Daniel Mills Hughes St-Pierre Holly Flowers Code Natasha Kim Blair Haddock Caroline Fobes David Hickey (absent) Julie Chassé Valery Brennan Omar Subhani Ralph Bishop Umit Kiziltan Ex-officio Simon Cardinal Martin Rubenstein Derek Kunsken Virginie Mongeon </p>	<p>Diane Laursen</p>	<p> 1.0 - Launching Labs Connie Iatauro (Observer) 2.0 - Digital Lab Process Update Connie Iatauro (Observer) 3.0 - Digital Talent Engine Connie Iatauro (Observer) 5.0 - Digital Capture / Capture numérique Tina Matos, Director General, Admissibility (Presenter) Corporate Governance Sarah Michaud / Robyn Lemire Immaculate Kimani (Record of Decision) </p>

Plan A: MS Teams	Plan B: Teleconference						
<div>  </div> <ol style="list-style-type: none"> Click the above button. Select "Join Now" <div>  </div> <ol style="list-style-type: none"> Use the icons at the bottom-center of the screen to activate and deactivate your video and to mute and unmute your audio. <div>  </div> <ol style="list-style-type: none"> Use the icons to see the group conversation and list of participants on the meeting. <div>  </div>	<p>Only to be used if prompted by moderator.</p> <table> <tr> <td>Toll-free dial-in</td><td>1 877-413-4782</td></tr> <tr> <td>Local dial-in</td><td>613-960-7511</td></tr> <tr> <td>Conference ID</td><td></td></tr> </table>	Toll-free dial-in	1 877-413-4782	Local dial-in	613-960-7511	Conference ID	
Toll-free dial-in	1 877-413-4782						
Local dial-in	613-960-7511						
Conference ID							
	<p>IT Ops Contacts</p> <p>(In case of technical issues)</p> <p>Alexandre.Poulin@cic.gc.ca</p> <p>Maxime.Seguin@cic.gc.ca -</p> <p>Jimmy.Wong@cic.gc.ca</p>						

Digital Transformation Programme Board

RECORD OF DECISIONS

Conseil du programme de transformation digitale

COMPTE RENDU DES DÉCISIONS

November 23, 2020
9:00 a.m. – 11:00 a.m.

Virtual Meeting (Microsoft Teams)

Agenda Item	Presenter(s)
Opening Remarks	Z. Sovani
<ul style="list-style-type: none"> No record of decision was endorsed. 	
Operational Governance Reporting	Chair(s)
<ul style="list-style-type: none"> Committee chairs provided an update on the biweekly Digital Transformation DG Consultative Forum meetings held since the last Digital Transformation Programme Board (DTPB). Chair recommended that Accessibility requirements be weaved into the DG discussions on the digital strategy. 	
1. Launching Digital Labs to Support Priorities	R. Bishop & C. Iatauro
Purpose: Discuss the ongoing journey labs and seek recommendations on the sequencing of labs 4 to 8 expected to launch in 2021.	
Discussion Items <ul style="list-style-type: none"> An update was given on the journey labs 1-3 which are currently underway. Journey labs 4-8 were discussed at length and the following changes were recommended: <ul style="list-style-type: none"> Re-prioritize the horizontal cross-cutting journey MyAccount from #6 to #4 to alleviate Access to Information and Privacy (ATIP) requests and Client Support Centre enquiries. Members agreed that forming a departmental task force for the MyAccount journey lab would be useful. Reverse student permit and work permit journey labs so that the department can be well prepared for the student surge and leverage the efficiencies gained through the journey lab. A proposal was made to have two permanent resident intake labs since spousal will already be digitalized through Iron Mountain. Consider adding the Provincial Nominee Program or Parent/Grandparent applications for possible digitization in the 2021/2022 journey labs. A proposal was made to add another permanent resident intake lab in addition to spousal, as it will already be digitalized through Iron Mountain. Consider including the Provincial Nominee Program or Parent/Grandparent applications for digitization in the 2021/2022 journey labs. The infrastructure design for the generic Permanent Resident intake could be interchanged with other business lines as required. IRCC has the internal authorities to revisit which journey labs can be undertaken without seeking central agency approval. Citizenship intake launching this week will focus on single applicant adults before extending to all clients. Digital intake capacity is limited and will require some solutions (i.e., automation, officer training in the backend). Labs will require the right foundation and a stabilization and modernization of legacy systems. It was suggested that journey labs factor pilots and public policies in support of levels 2021. 	
Decisions & Action Items	Timelines
<ul style="list-style-type: none"> Journey labs 4-8 will be changed to reflect the recommendations which will be presented at TransCom next week. 	<ul style="list-style-type: none"> TransCom – next week

Approved by: <input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions <input checked="" type="checkbox"/> Assistant Deputy Minister, Operations <input checked="" type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy	
2. Digital Lab Process Update	C. Iatauro
Purpose: Provide updates on the digital lab process.	
Discussion Items <ul style="list-style-type: none"> • Updates provided on the digital lab processes. • Apart from MyAccount, other solutions on different business lines are being explored to alleviate ATIP/ client requests by providing timely information in plain language. 	
Decisions & Action Items <ul style="list-style-type: none"> • N/A 	Timelines <ul style="list-style-type: none"> • N/A
3. Digital Talent Engine	R. Bishop
Purpose: Provide an update on the Digital Talent Engine progress.	
Discussion Items <ul style="list-style-type: none"> • Updates were provided on the digital talent engine. • It was noted that the recruitment of new employees with digital literacy has its challenges due to the competitiveness of the job market for IT skilled individuals and the limitations of the classification and current salary scales. • Reskilling and retooling current employees is required to facilitate change/innovation. • A partnership with the Learning Academy, CSPA Digital Academy and Enterprise Change Management will be critical to support the digital literacy, change management and learning requirements for staff (especially for processing officers). • There's an additional need to explore the intersectionality between digital and data literacy. 	
Decisions & Action Items <ul style="list-style-type: none"> • N/A 	Timelines <ul style="list-style-type: none"> • N/A
4. Digital Platform Modernization (DPM) Phase 1 & 2	O. Subhani
Purpose: Provide updates on the Digital Platform Modernization (DPM) Phase 1 & 2	
Discussion Items <ul style="list-style-type: none"> • The Global Case Management System (GCMS) disaster recovery (DR) project has experienced significant delays and requires re-baselining as it presents key risks that could impact delivery of the DPM. • There is a need to identify capacity and trade-offs required to deliver on the project and balance competing departmental priorities. • In-depth discussions on the timelines/resources for this project are scheduled at CFC and ExCom next month. • One of the challenges is that the project requires employees with the corporate knowledge expertise to identify the changes required as an accurate architecture roadmap does not exist. • It was suggested that GCMS re-tooling be integrated into digital literacy, but the department will need to limit focus on the re-tooling to allow transition from this legacy infrastructure to DPM. A further HR discussion is required on this. • Funds have been earmarked under budget 2021 to address the change management and digital upscaling (phase III). • IRCC will also continue to leverage private industry expertise on other operational initiatives to provide legacy employees time to focus on disaster recovery. 	

<ul style="list-style-type: none"> A further discussion on the capacity implications of the DR project will be brought back to this committee. 	
Decisions & Action Items <ul style="list-style-type: none"> Disaster recovery presentation will be discussed at the upcoming CFC and ExCom meetings. DPM 1&2 presentation will proceed to TransCom. Bring back a discussion on capacity for the Disaster Recovery project Approved by: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions <input checked="" type="checkbox"/> Assistant Deputy Minister, Operations <input checked="" type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy 	Timelines <ul style="list-style-type: none"> CFC – Dec 8 ExCom – Dec 15 TransCom – Dec 3
5. Digital Capture	T. Matos & R. Bishop
Purpose: Update on the digital capture journey lab for the visitor program.	
Discussion Items <ul style="list-style-type: none"> The intention of this solution is to be scalable and align with the enterprise strategy 	
Decisions & Action Items <ul style="list-style-type: none"> N/A 	Timelines <ul style="list-style-type: none"> N/A
Round Table	All
Discussion Items <ul style="list-style-type: none"> Presentations will not be changed prior to TransCom, but a new slide with the DTPB discussion/recommendations will be added to the decks. 	

Committee Members	Replacements	Non-member Presenters and Observers
Zaina Sovani (Chair) Daniel Mills Hughes St-Pierre Holly Flowers Code Natasha Kim Blair Haddock Caroline Fobes David Hickey (absent) Julie Chassé Valery Brennan Omar Subhani Ralph Bishop Umit Kiziltan Ex-officio Simon Cardinal (absent) Martin Rubenstein Derek Kunsken Virginie Mongeon	Jon Greer	1.0 Launching Labs Connie Iatauro (Observer) 2.0 Digital Lab Process Update Connie Iatauro (Observer) 3.0 Digital Talent Engine Connie Iatauro (Observer) 5.0 - Digital Capture Tina Matos, Director General, Admissibility (Presenter) Michelle Man Corporate Governance Sarah Michaud / Robyn Lemire Immaculate Kimani (Record of Decision)

Digital Transformation Programme Board

AGENDA



Conseil du Programme de transformation digitale

ORDRE DU JOUR



January 22, 2021
1:00 p.m. – 3:00 p.m.

Microsoft Teams (Instructions on p. 3)

Time	Items	Purpose	Presenters	Appearances	Documents
1:00 (10 min)	Opening Remarks	-	Z. Sovani	-	▪ ROD 2021-11-23
Debrief <i>(Please provide key highlights only.)</i>					
1:10 (10 min)	DG Committee Feeder Reporting	Information	O. Subhani B. Haddock	-	▪ Report
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
1:20 (20 min)	1. Digital Platform Modernization (DPM) Budget Allocation	Approval	O. Subhani J. Chassé	CFC – January 18 (annex)	▪ Deck
1:40 (30 min)	2. Digital Talent Engine Action Plan	Discussion	R. Bishop C. Iatauro	DG Consultative Forum – Jan 13	▪ Deck
2:10 (40 min)	3. Digital Journey Labs / Digital Factory: Progress update and prioritized focus for the next 90 days ▶ TR to PR Pathway Update	Discussion	R. Bishop C. Iatauro	DG Consultative Forum – Jan 13	▪ Deck ▪ Deck
2:50 (10 min)	Closing Remarks/ Roundtable	-	Z. Sovani	-	-



Committee Members	Replacements	Guests
<p> Zaina Sovani (Chair) Daniel Mills (absent) Hughes St-Pierre (absent) Holly Flowers Code (absent) Natasha Kim Blair Haddock Caroline Fobes (absent) David Hickey Julie Chassé Marie-Josée Dorion Omar Subhani Ralph Bishop Umit Kiziltan (absent) </p> <p> Ex-officio Simon Cardinal Martin Rubenstein Virginie Mongeon Connie Iatauro Derek Kunsken </p>	<p> Blair Haddock Julie Chassé Simon Cardinal </p> <p>Michelle Mann</p> <p>Sebastien Fleurant</p>	<p> 2.0 Digital Talent Engine Action Plan Aaron Feniak (Observer) </p> <p> 3.0 Digital Journey Labs / Digital Factory: Progress update and prioritized focus for the next 90 days - TR to PR Pathway Update James McNamee (Observer) </p> <p> Corporate Governance / Transformation Branch Sarah Michaud / Robyn Lemire Immaculate Kimani (Record of Decision) </p>

Plan A: MS Teams	Plan B: Teleconference				
<div data-bbox="214 327 802 411"> <p><u>Join Meeting</u></p> </div> <ol style="list-style-type: none"> Click the above button. Select "Join Now" <div data-bbox="264 518 539 626"> <p>Join now</p> </div> <ol style="list-style-type: none"> Use the icons at the bottom-center of the screen to activate and deactivate your video and to mute and unmute your audio. <div data-bbox="264 700 573 774">  </div> <ol style="list-style-type: none"> Use the icons to see the group conversation and list of participants on the meeting. <div data-bbox="264 811 476 915">  </div>	<p>Only to be used if prompted by moderator.</p> <div data-bbox="1304 388 1770 510"> <table> <tr> <td>Toll-free dial-in</td> <td>1-855-288-0982</td> </tr> <tr> <td>Access Code</td> <td></td> </tr> </table> </div> <div data-bbox="1169 639 1900 1040"> <p>IT Ops Contacts</p> <p>(In case of technical issues)</p> <p>Alexandre.Poulin@cic.gc.ca -</p> <p>Maxime.Seguin@cic.gc.ca -</p> <p>Jimmy.Wong@cic.gc.ca</p> </div>	Toll-free dial-in	1-855-288-0982	Access Code	
Toll-free dial-in	1-855-288-0982				
Access Code					

Digital Transformation Programme Board

RECORD OF DECISIONS

Conseil du Programme de transformation digitale

COMPTE RENDU DES DÉCISIONS

January 22, 2021
1:00 p.m. – 3:00 p.m.

Virtual Meeting (Microsoft Teams)

Note: Only one ADM was in attendance (ADM-TDSS). Delegates were sent for ADM-CSS, ADM-OPS, ADM-CFO, Senior General Counsel, CDO and none was present for AADM-SPP.

Agenda Item	Presenter(s)
Opening Remarks	Z. Sovani
<ul style="list-style-type: none"> Record of decision from November 23, 2020 was endorsed. 	
Decisions & Action Items <ul style="list-style-type: none"> Digital Strategy was deferred to the next meeting. 	Timelines <ul style="list-style-type: none"> March (TBD)
Operational Governance Reporting	Chair(s)
<ul style="list-style-type: none"> Committee chairs provided an update on the DG Consultative Forum meetings held on December 16, 2020 and January 13, 2021. The Committee has strived to strengthen the membership and focus on substantial items. 	
1. Digital Platform Modernization (DPM) Budget Allocation	O. Subhani & J. Chassé
Purpose: Seek endorsement of the DPM budget allocation prior to the TransCom meeting.	
Discussion Items <ul style="list-style-type: none"> Members acknowledged that this project is a heavy lift that will require strong coordination of the governance, project delivery and oversight elements. In the coming months, further conversations between sectors are required to streamline the governance, project delivery and oversight. It will also be important to identify what kind of governance DPM will require 3-4 years down the road as it evolves. Although the funding re-profile has no current impact on phase 1 & 2 deliverables, it was recommended that the DPM risk log become a standing item at this committee. This will provide members with the opportunity to discuss risk mitigations strategies in advance of any future audits. 	
Decisions & Action Items <ul style="list-style-type: none"> Share deck secretarially with CFC members in advance of TransCom meeting. Proceed to TransCom for approval with a slide capturing the DTPB discussion. Add the DPM risk log as a standing item at this committee. 	Timelines <ul style="list-style-type: none"> TransCom – Jan. 29 Every six weeks as a standing item
Approved by: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions <input type="checkbox"/> Assistant Deputy Minister, Operations (not present) <input type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy (not present) 	
2. Digital Talent Engine Action Plan	R. Bishop & C. Iatauro
Purpose: Provide members with an update of the Digital Talent Engine action plan since the last meeting.	

Discussion Items <ul style="list-style-type: none"> The presentation was well received by members. The solutions being employed make more sense for recruiting this specific skillset than the traditional approaches to recruitment. Members felt that this agile model could be scaled up in order to attract talent in other specialized areas (Communications, Finance, and Access to Information Officers etc.) where the department has gaps. In addition to recruiting from post-secondary institutions, it was also suggested that these partnerships could be leveraged to reskill and retool the existing IRCC workforce, which is critical. Having a digital talent engine at IRCC is highly advantageous, but the scope and success should be well managed to ensure that key talent is recruited before scaling up. The department has an opportunity to contribute to the government commitment to hire 5000 persons with disabilities in 5 years as the flexibility to work remotely may appeal more to people with mobility impairment. IRCC should also strive for a common approach to increase diversity and inclusion of the Black, Indigenous and People of Color (BIPOC) community and persons with disabilities through these initiatives. Options and tools for virtual orientation/onboarding are being explored as they will play an equally important role once talent is recruited. In order to meet objectives, innovative HR tools/processes and a re-evaluation of the rules around recruitment (OL, Classification, etc.) will need to be considered in a way that balances the pressures to human resources and does not cause risks to the department. 	
Decisions & Action Items <ul style="list-style-type: none"> A roadmap highlighting the milestones for the next 6 weeks, 3 months & beyond to be presented to this committee. Proceed to TransCom for approval with a slide capturing the DTPB discussion. Approved by: <input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions <input type="checkbox"/> Assistant Deputy Minister, Operations (not present) <input type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy (not present)	Timelines <ul style="list-style-type: none"> DTPB – TBC TransCom – Jan. 29
3. Digital Journey Labs / Digital Factory: Progress update and prioritized focus for the next 90 days ▶ TR to PR Pathway Update	R. Bishop & C. Iatauro
Purpose: Provide updates on the progress of the digital journey labs to highlight the focus over the next 90 days and the organizational implications of running parallel labs.	
Discussion Items <ul style="list-style-type: none"> Members had a robust discussion on the journey labs and asked a number of questions around: <ul style="list-style-type: none"> the lifespan of journey labs; future funding requirements to manage the labs; who the right decision makers are; and, how to streamline and avoid duplication for projects with similar requirements. Members noted that there might be resistance to change as staff are unaware of how their work fits into the larger picture. It was suggested that sharing transformation roadmaps with employees and bargaining agents to showcase the goals would be a step in the right direction, but a change management/communications strategy would be vital. The journey labs will continue to exist beyond the delivery date to maintain the agile approach and foster internal talent that will serve to decrease the reliance on hiring industry experts. Technology will also need to remain evergreen as key talent will be reluctant to come to the department and stay if the technology is not up to par. Transformation interactive metrics dashboard should be re-instated. 	

- The TR to PR Pathway Update was deferred due to lack of time.

Decisions & Action Items

- Proceed to TransCom for approval with a slide capturing the DTPB discussion.

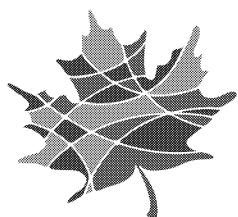
Approved by:

- ☒ Assistant Deputy Minister, Transformation and Digital Solutions
- ☐ Assistant Deputy Minister, Operations (not present)
- ☐ Associate Assistant Deputy Minister, Strategic and Program Policy (not present)

Timelines

- TransCom – Jan. 29

Committee Members	Replacements	Guests
Zaina Sovani (Chair) Daniel Mills (absent) Hughes St-Pierre (absent) Holly Flowers Code (absent) Natasha Kim (absent) Blair Haddock Caroline Fobes (absent) David Hickey (absent) Julie Chassé Marie-Josée Dorion Omar Subhani Ralph Bishop Umit Kiziltan (absent) Ex-officio Simon Cardinal Martin Rubenstein Virginie Mongeon Connie Iatauro Derek Kunsken	Blair Haddock Julie Chassé Simon Cardinal Michelle Mann Jon Greer Sebastien Fleurant	2.0 Digital Talent Engine Action Plan Aaron Feniak (Observer) 3.0 Digital Journey Labs / Digital Factory: Progress update and prioritized focus for the next 90 days/ TR to PR Pathway James McNamee (Observer) Corporate Governance / Transformation Branch Sarah Michaud / Robyn Lemire Immaculate Kimani (Record of Decision)



Digital Transformation Programme Board

AGENDA

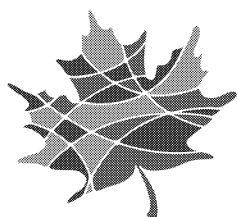
Conseil du Programme de transformation digitale

ORDRE DU JOUR

March 4, 2021
1:30 p.m. – 3:00 p.m.

Microsoft Teams (Instructions on p. 3)

Time	Items	Purpose	Presenters	Documents	Appearances
1:30 (10 min)	Opening Remarks	Information	Z. Sovani	▪ ROD 2021-01-22	-
Debrief <i>(Please provide key highlights only.)</i>					
1:40 (10 min)	DG Committee Feeder Reporting	Information	O. Subhani B. Haddock	▪ Report	-
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
1:50 (20 min)	1. Digital Platform Modernization - Near-term Roadmap	Discussion	O. Subhani	▪ Deck	-
2:10 (25 min)	2. Digital Transformation and DPM Assurance Strategies & Digital Transformation Risk Assessment Report	Discussion	M. Rubenstein	▪ 2.1 Deck ▪ 2.2 Report	DG Consultative Forum – Feb 26
2:35 (20 min)	3. Digital Journey Labs Update	Discussion	C. Iatauro	▪ Deck	-
2:55 (5 min)	Closing Remarks		Z. Sovani	-	
Annexes					
-	Annex 1.1: DPM - Phases 1 & 2 Update Annex 1.2: DPM Programme - Status Report	Information	O. Subhani	▪ 1.1 Deck ▪ 1.2 Deck	-



Digital Transformation Programme Board

AGENDA

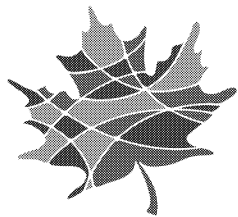
Conseil du Programme de transformation digitale

ORDRE DU JOUR

March 4, 2021
1:30 p.m. – 3:00 p.m.

Microsoft Teams (Instructions on p. 3)

Committee Members	Replacements	Guests
Zaina Sovani (Chair) Daniel Mills Hughes St-Pierre Holly Flowers Code Catherine Scott (absent) Blair Haddock Caroline Fobes Diane Laursen (absent) Julie Chassé Marie-Josée Dorion (absent) Omar Subhani Ralph Bishop Umit Kiziltan (absent) Ex-officio Simon Cardinal Martin Rubenstein Virginie Mongeon	Alec Attfield John Freamo Valery Brennan Sebastien Fleurant	Observers Michelle Mann, General Counsel, Legal Services Corporate Governance / Transformation Branch Robyn Lemire Immaculate Kimani (Record of Decision) Connie Iatauro Derek Kunsken



Digital Transformation Programme Board







AGENDA

Conseil du Programme de transformation digitale

ORDRE DU JOUR

March 4, 2021
1:30 p.m. – 3:00 p.m.

Microsoft Teams (Instructions on p. 3)

Plan A: MS Teams	Plan B: Teleconference				
<div>Join Meeting</div> <ol style="list-style-type: none"> Click the above button. Select "Join Now" <div>Join now</div> <ol style="list-style-type: none"> Use the icons at the bottom-center of the screen to activate and deactivate your video and to mute and unmute your audio. <div>     </div> <ol style="list-style-type: none"> Use the icons to see the group conversation and list of participants on the meeting. <div>   </div>	<p>Only to be used if prompted by moderator.</p> <table> <tr> <td>Toll-free dial-in</td><td>1-855-288-0982</td></tr> <tr> <td>Access Code</td><td></td></tr> </table>	Toll-free dial-in	1-855-288-0982	Access Code	
Toll-free dial-in	1-855-288-0982				
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	<h3>IT Ops Contacts</h3> <p>(In case of technical issues)</p> <p>Alexandre.Poulin@cic.gc.ca –</p> <p>Maxime.Seguin@cic.gc.ca –</p> <p>Jimmy.Wong@cic.gc.ca</p>				

Digital Transformation Programme Board

RECORD OF DECISIONS

Conseil du programme de transformation numérique

COMPTE RENDU DES DÉCISIONS

March 4, 2021
1:30 p.m. – 3:00 p.m.

Virtual Meeting (Microsoft Teams)

Note: Only two ADMs were in attendance (ADM-TDSS and ADM-CFO).

Agenda Item	Presenter(s)
Opening Remarks	Z. Sovani
<ul style="list-style-type: none"> The Record of Decision from January 22, 2021 was endorsed. Due to meeting conflicts, the presentations were reshuffled and item 2 was presented first. The Digital Strategy will be presented for discussion at the next meeting. 	<ul style="list-style-type: none"> April (tbd)
Operational Governance Reporting	Chair(s)
<ul style="list-style-type: none"> Committee chairs provided debriefs on the DG Consultative Forum meetings held on January 27, 2021, February 10, 2021, and February 26, 2021. 	
1. Digital Transformation and DPM Assurance Strategies & Digital Transformation Risk Assessment Report	M. Rubenstein
Purpose: Seek feedback in preparation of the Departmental Audit Committee (DAC) on March 31.	
Discussion Items <ul style="list-style-type: none"> The agile auditing approach was well received by members as it will allow the department to track risks while the project is ongoing and allow for course correction as required. IRCC is actively looking to develop the approach while awaiting further direction from DM Core Committee. Members recommended that the deck be updated to reflect the roles and responsibilities of the respective functional authorities and include the end goal. DPM will not be managed as a project or a program, therefore it will require a different governance model than what is currently in place. A review of governance and oversight structure should seek to: <ul style="list-style-type: none"> find efficiencies that will enable effective decision making at the appropriate levels; clarify the specific mandates for internal governance committees to avoid overlap and further reduce inefficiencies; balance innovation and agility in order to catch failures early while maintaining the proper controls and accountabilities. Before moving towards DPM phase 3, there is a need to identify the operational/business readiness and change management required. Legal authorities/risks should also be kept at the forefront so that consultations happen at the right times. While the department shifts to this new model, there is a need to frame the outcomes in a way that supports the Deputy and the Minister at Committee appearances. 	
Decisions & Action Items <ul style="list-style-type: none"> The deck will be presented to DAC and financial findings will be updated afterwards. Approved by: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions <input type="checkbox"/> Assistant Deputy Minister, Operations (absent) <input type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy (absent) 	Timelines <ul style="list-style-type: none"> March 31, 2021

2. Digital Platform Modernization (DPM) - Near-term Roadmap	O. Subhani
Purpose: Overview of the next steps for DPM I and II over the next few months.	
<div> Discussion Items <ul style="list-style-type: none"> Members were supportive of the deck and the updates on DPM phase I and II. This project continuously requires clear financial forecasting at every financial situation reporting (FSR) period in order to anticipate any potential delays or impacts that could lead to re-profiling funds. It will be challenging to align the funding managed within a fiscal framework with the DM Core Committee and Treasury Board Secretariat (TBS) move towards an outcome based model. Advancing money will be difficult without the proper project authority and a secure source of funds however, discussions on business readiness and change management can be facilitated to prepare for the next phase. While DPM Phases I and II were IT driven, DPM Phase III is a business driven project/program. If the funding ask is approved, multiple TB submissions may be needed, making the process long and complex. This undertaking will require a heavy lift by internal and external partners to be successful. </div>	
<div> Decisions & Action Items <ul style="list-style-type: none"> </div> <div> Approved by: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions <input type="checkbox"/> Assistant Deputy Minister, Operations (absent) <input type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy (absent) </div>	<div> Possible Cabinet Confidence </div> <div> Timelines <ul style="list-style-type: none"> TBD </div>
3. Digital Journey Labs Update	C. Iatauro
Purpose: Provide updates on the Digital Journey Labs.	
<div> Discussion Items <ul style="list-style-type: none"> Members discussed whether the operational readiness is keeping pace with the journey labs. There was a concurrence that labs have been extremely successful therefore maintaining them is critical for the organization to address a number of outstanding issues and pain-points. Having a re-prioritization exercise might be helpful to align the labs to operational realities. In addition, a strategy outlining investments required in the longer term (3-5 years) could also help identify where to put resources. A roadmap with a single forward vision will be developed to capture all the departmental innovative projects underway (e-apps, myAccount etc.). </div>	
<div> Decisions & Action Items <ul style="list-style-type: none"> A joint presentation with OPS, TDSS and CSS should be presented at the next meeting to discuss operational readiness and labour management (retooling etc.). </div> <div> Approved by: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions <input type="checkbox"/> Assistant Deputy Minister, Operations (absent) <input type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy (absent) </div>	<div> Timelines <ul style="list-style-type: none"> April (tbd) </div>

Committee Members	Replacements	Non-member Presenters and Observers
Zaina Sovani (Chair) Daniel Mills (absent) Hughes St-Pierre Holly Flowers Code (absent) Catherine Scott (absent) Caroline Fobes Diane Laursen (absent) Julie Chassé Marie-Josée Dorion (absent) Omar Subhani Ralph Bishop Umit Kiziltan (absent) Ex-officio Martin Rubenstein Virginie Mongeon (absent)	Blair Haddock Simon Cardinal Alec Attfield John Freamo Valery Brennan Sebastien Fleurant	Observers Michelle Mann, General Counsel, Legal Services Corporate Governance / Transformation Branch Robyn Lemire Immaculate Kimani (Record of Decision) Connie Iatauro Derek Kunsken



Conseil du Programme de transformation digitale


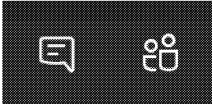
ORDRE DU JOUR

April 22, 2021
 1:30 p.m. – 3:00 p.m.
Microsoft Teams (Instructions on p. 3)

Time	Items	Purpose	Presenters	Appearances	Documents
1:30 (5 min)	Opening Remarks	-	Z. Sovani	-	▪ ROD 2021-03-04
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
1:35 (10 min)	1. Signals Check on Transformation	Discussion	B. Haddock O. Subhani	DG Forum – April 21	▪ Deck
1:45 (20 min)	2. Digital Strategy - In Support of DPM Phase 3	Discussion	O. Subani	DG Forum – Feb 26 Joint Ops /Policy – Mar 10	▪ Deck
2:05 (20 min)	3. The Policy Role in Shaping a Digital IRCC	Discussion	P. McEvenue	DG Forum – April 7	▪ Deck
2:25 (15 min)	4.1 Citizenship Business Case 4.2 Citizenship Digital Lab Preliminary MVP Outcomes	Discussion	C. Iatauro R. Bishop	DG Forum – Mar 24	▪ 4.1 Deck ▪ 4.2 Deck
2:40 (15 min)	5.1 Digital Journey Lab Update 5.2 PR Spouse and Common Law Partner Baselineing – For Information	Discussion	C. Iatauro	-	▪ 5.1 Deck ▪ 5.2 Deck
2:55 (5 min)	Closing Remarks	-	Z. Sovani	-	-



Committee Members	Replacements	Guests
Zaina Sovani (Chair) Daniel Mills (absent) Hughes St-Pierre (absent) Holly Flowers Code Catherine Scott Blair Haddock Caroline Fobes Murray Jones (absent) Julie Chassé Maxine Ifill Omar Subhani Ralph Bishop Umit Kiziltan Ex-officio Simon Cardinal Martin Rubenstein Virginie Mongeon	Blair Haddock Julie Chasse Jon Greer	3.0 The Policy Role in Shaping a Digital IRCC Patrick McEvenue, Senior Director, Strategic Policy and Planning (Presenter) Observer: Marie-Josée Dorion Corporate Governance / Transformation Branch Sarah Michaud/ Robyn Lemire Immaculate Kimani (Record of Decision) Connie Iatauro Derek Kunsken/ Ana Julien

Plan A: MS Teams	Plan B: Teleconference				
<div data-bbox="214 327 802 413"> <p><u>Join Meeting</u></p> </div> <ol style="list-style-type: none"> Click the above button. Select "Join Now" <div data-bbox="264 520 539 626"> <p>Join now</p> </div> <ol style="list-style-type: none"> Use the icons at the bottom-center of the screen to activate and deactivate your video and to mute and unmute your audio. <div data-bbox="264 702 573 774">  </div> <ol style="list-style-type: none"> Use the icons to see the group conversation and list of participants on the meeting. <div data-bbox="264 811 474 915">  </div>	<p>Only to be used if prompted by moderator.</p> <table border="1" data-bbox="1306 389 1770 512"> <tr> <td>Toll-free dial-in</td><td>1-855-288-0982</td></tr> <tr> <td>Access Code</td><td></td></tr> </table> <div data-bbox="1169 640 1900 1042"> <p>IT Ops Contacts</p> <p>(In case of technical issues)</p> <p>Alexandre.Poulin@cic.gc.ca –</p> <p>Maxime.Seguin@cic.gc.ca -</p> <p>Jimmy.Wong@cic.gc.ca</p> </div>	Toll-free dial-in	1-855-288-0982	Access Code	
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Digital Transformation Programme Board

RECORD OF DECISIONS

Conseil du programme de transformation numérique

COMPTE RENDU DES DÉCISIONS

April 22, 2021
1:30 p.m. – 3:00 p.m.

Virtual Meeting (Microsoft Teams)

Agenda Item	Presenter(s)
Opening Remarks	Z. Sovani
<ul style="list-style-type: none"> The Record of Decision from March 4, 2021 was endorsed. 	
1. Signal Check on Transformation	B. Haddock / O. Subhani
Purpose: Seek feedback on the transformation signal check and action plan.	
Discussion Items <ul style="list-style-type: none"> Members were happy to see the signal check exercise. This is a timely opportunity to reflect on the Transformation journey since it started two years ago. The presentation highlights some important issues that could benefit from being linked to the DPM assurance strategy. Managing the business transformation/policy considerations and the digitization components of DPM will require an agile governance model. Governance, oversight and accountability terms need to be nuanced further to articulate the right accountabilities that reflect the horizontality of the transformation. Taking this holistic approach will give better assurance. A governance review is currently underway to identify ways to streamline the process but members were reminded that it is also important to leverage existing decision making tools (i.e., briefing reports) which do not require governance oversight. As different journey labs continue to be designed and launched, it is important to take stock of all privacy/legal risks as early as possible to avoid triggering potential litigations. 	
Decisions & Action Items <ul style="list-style-type: none"> The action plan will be developed further and brought to TransCom. Approved by: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions <input type="checkbox"/> Assistant Deputy Minister, Operations (absent) <input checked="" type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy 	Timelines <ul style="list-style-type: none"> June/July 2021
2. Digital Strategy - In Support of DPM Phase 3	O. Subhani
Purpose: Provide an overview of the IRCC Digital Strategy.	
Discussion Items <ul style="list-style-type: none"> Discussion on this item was done jointly with item 3. 	
Decisions & Action Items <ul style="list-style-type: none"> The <i>Digital Strategy - In Support of DPM Phase 3</i> will be presented at TransCom together with the <i>Policy Role in Shaping a Digital IRCC</i> presentation. 	Timelines <ul style="list-style-type: none"> TransCom - May 3, 2021

3. The Policy Role in Shaping a Digital IRCC	P. McEvenue
Purpose: Present the proposed policy approach and considerations for the digital strategy.	
Discussion Items <ul style="list-style-type: none"> Members held a joint discussion on items 2 and 3. The Department is operating in uncharted legal territory with no jurisprudence, therefore it's crucial to maintain effective collaborations with internal partners as we move towards more public engagements. Going forward, it's important to resituate digital transformation within the full spectrum of IRCC objectives (i.e., client experience, open government, open data etc.), and build a vision, strategy, and roadmap around it. Furthermore, the interdependency between digital and data should be underscored to advance a data-by-design approach. IRCC is working with Deloitte on Privacy to refine how data is managed, used, and protected, which will strengthen public trust. In addition, Deloitte is assisting in the Transformation Governance review to ensure that Committees are built with the intention to fill a specific gap and enhance efficiency. The Department will need to properly scope the business requirements to ensure that the IT and business considerations are reflected into the bid/build proposals prior to the industry bidding process. This approach will minimize inefficiencies and costs related to change requests. 	
Decisions & Action Items <ul style="list-style-type: none"> <i>The Digital Strategy - In Support of DPM Phase 3 and The Policy Role in Shaping a Digital IRCC</i> presentations will proceed together at TransCom. The presentation should include a question on how the department can best prepare for the industry bidding process and also reflect the privacy, accessibility, and data considerations. Approved by: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions <input type="checkbox"/> Assistant Deputy Minister, Operations (absent) <input checked="" type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy 	Timelines <ul style="list-style-type: none"> TransCom – May 3, 2021
4.1 Citizenship Business Case 4.2 Citizenship Digital Lab Preliminary MVP Outcomes	C. Iatauro R. Bishop
Purpose: Present the Citizenship Grant Digital Lab case analysis and illustrate the future state of the Labs to support the citizenship transformational outcomes.	
Discussion Items <ul style="list-style-type: none"> Members were very supportive of the future Citizenship transformation labs and felt that they reflect concrete outcomes. As there are three sides to the transformation (technology, policy, and business neediness), operational readiness and timing of implementation needs to be taken into account in light of the existing backlogs. Finance will begin assessing the future savings on productivity/salary dollars once targets are available. This approach is aspirational and will be scaled up over time as the department transitions from paper to digital. 	

<p>Decisions & Action Items</p> <ul style="list-style-type: none"> Highlight the business readiness consideration as part of the caveats and concerns slide. <p>Approved by:</p> <p><input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions</p> <p><input type="checkbox"/> Assistant Deputy Minister, Operations (absent)</p> <p><input type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy (absent for this presentation)</p>	<p>Timelines</p> <ul style="list-style-type: none"> TransCom – May 3, 2021
<p>5.1 Digital Journey Lab Update</p> <p>5.2 PR Spouse and Common Law Partner Baseline – For Information</p>	<p>C. Iatauro</p>
<p>Purpose: Provide an update of the digital journey labs.</p>	
<p>Discussion Items</p> <ul style="list-style-type: none"> Item was deferred due to time constraints. 	
<p>Decisions & Action Items</p> <ul style="list-style-type: none"> N/A 	<p>Timelines</p> <ul style="list-style-type: none"> N/A

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Digital Transformation Programme Board

AGENDA



Conseil du Programme de transformation digitale





ORDRE DU JOUR

June 18, 2021
 9:00 a.m. – 10:30 a.m.
 Microsoft Teams (Instructions on p. 3)

Time	Items	Purpose	Presenters	Appearances	Documents
9:00 (10 min)	Opening Remarks	-	Z. Sovani	-	▪ ROD 2021-04-22
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
9:10 (30 min)		Discussion	N. Violette-Fehr A. Chalifoux	DAC – June 28	▪ Deck
9:40 (40 min)	Possible Cabinet Confidence 2.1 Digital Journey Labs Update 2.2 Digital Journey Labs Centre of Excellence 2.3 IRCC Digital Lab PR SCLP Business Case 2.4 IRCC Digital Lab Citizenship Journey	Discussion	C. Iatauro	DTCF – June 23	▪ 2.1 Deck ▪ 2.2 Deck ▪ 2.3 Deck ▪ 2.4 Deck
10:20 (10 min)	Closing Remarks	-	Z. Sovani	-	-

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Committee Members	Replacements	Guests
Zaina Sovani (Chair) Daniel Mills (Absent) Hughes St-Pierre Holly Flowers Code Catherine Scott Soyoung Park Blair Haddock (Absent) Caroline Fobes Murray Jones (Absent) Julie Chassé (Absent) Maxine Ifill Omar Subhani (Absent) Ralph Bishop Umit Kiziltan Ex-officio Simon Cardinal Martin Rubenstein Virginie Mongeon	Marie-Josée Dorion Jon Greer Annie Chalifoux Nancy Violette-Fehr	2.0 Digital Journey Labs Update Bobby Dagenais, Journey Owner, Transformation (Observer) Corporate Governance / Transformation Branch Sarah Michaud / Robyn Lemire Angela Facette (Record of Decision) Connie Iatauro Derek Kunsken

Plan A: MS Teams	Plan B: Teleconference (Only to be used if prompted by moderator)
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Digital Transformation Programme Board

RECORD OF DECISIONS

Conseil du programme de transformation numérique

COMPTE RENDU DES DÉCISIONS

June 18, 2021
 9:00 a.m. – 10:30 a.m.
 Virtual Meeting (MS Teams)

Agenda Item	Presenter(s)
Opening Remarks	Z. Sovani
<ul style="list-style-type: none"> The Record of Decision from the DTPB meeting on April 22, 2021 was endorsed as presented. 	
1. Digital Platform Modernization (DPM) Phase 3 – Treasury Board Submission Authorities Structure	N. Violette-Fehr A. Chalifoux
Purpose:	
Discussion Items Possible Cabinet Confidence <ul style="list-style-type: none"> Members agreed it will be important to take a step back and look at the business perspective of what DPM Phase 3 and transformation within the Department is all about. It was approved in principle by central agencies that DPM phase 3 will be run as a program rather than a project. When it comes to the Request for Proposal (RFP) process, IRCC will be asking for help to define what technology is needed for DPM Phase 3 and how it will map into the current GCMS system. The RFP will not be seeking input on the Department's visions and need nor will the RPT include how to re-skill and re-tool employees. Leveraging the Digital Journey Labs, especially the service delivery model, will be a foundational piece that will help the Department with DPM Phase 3. At the end of the day, it will be crucial for the Department to come together and have collaborative horizontal connectivity in order for DPM Phase 3 to succeed. 	
Decisions & Action Items <ul style="list-style-type: none"> Proceed to Transformation Committee with the following changes: <ul style="list-style-type: none"> Add a slide in the presentation clarifying what the presentation is intended for and what is not meant to be in the presentation; Approved by: <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Assistant Deputy Minister, Transformation and Digital Solutions <input type="checkbox"/> Assistant Deputy Minister, Operations (Absent) <input checked="" type="checkbox"/> Associate Assistant Deputy Minister, Strategic and Program Policy 	Timelines <ul style="list-style-type: none"> June 25
2. Digital Journey Labs <ul style="list-style-type: none"> a. Digital Journey Labs Update b. Digital Journey Labs Centre of Excellence c. IRCC Digital Lab PR SCLP Business Case d. IRCC Digital Lab Citizenship Journey 	C. Iatauro
Purpose: <p>A. Share the most recent achievements and next steps by lab/project.</p>	



- B. Present the plan for the Digital Journey Labs Center of Excellence and its objectives.
- C. Obtain approval of the case analysis and deployment strategy for the Spousal and Common-Law Permanent Residence Lab.
- D. Present preliminary results of the Citizenship Digital Process Lab case analysis.

Discussion Items

- Members questioned how this work is going to be integrated with DPM Phase 3 and how it will also be connected to existing Departmental functions. There is the need for the various pieces to be connected into a broader Departmental strategy without making the pieces dependant on each other. Alignment between the various visions will be important.
- It was suggested to introduce this work to the Change Agents within the Department.
- As the Department starts to increase the use of electronic applications, it will be important to look at the overall strategy for paper reduction within the organization.

Decisions & Action Items

- Proceed to Transformation Committee.

Approved by:

- ☒ Assistant Deputy Minister, Transformation and Digital Solutions
☐ Assistant Deputy Minister, Operations (Absent)
☒ Associate Assistant Deputy Minister, Strategic and Program Policy

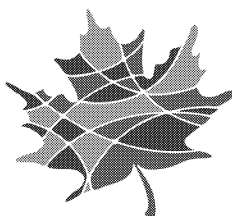
Timelines

- June 25

Committee Members	Replacements	Guests
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Ex-officio Simon Cardinal (Absent) Martin Rubenstein Virginie Mongeon		

Digital Transformation Programme Board

AGENDA



Conseil du Programme de transformation digitale

ORDRE DU JOUR

September 17, 2021
 10:00 a.m. – 12:00 p.m.
 MS Teams

Time	Items	Purpose	Presenters	Appearances	Documents
10:00 (5 min)	Opening Remarks	-	R. Lorello S. McDonald	-	<ul style="list-style-type: none"> ROD 2021-06-18
Debrief <i>(Please provide key highlights only)</i>					
10:05 (10 min)	DG Committee Feeder Reporting	Information	B. Haddock	DG Forum - Aug 18, Sept 1, Sept 15	<ul style="list-style-type: none"> Report
DPM Phase III					
10:15 (20 min)	1. Transformation Assurance Strategy	Information	M. Rubenstein	DG Forum – Aug 18	<ul style="list-style-type: none"> Deck
10:35 (20 min)	2. Vision for a Digital Managed Migration System: Update & Next Steps	Direction	S. McDonald P. McEvenue	DG Forum – Sept 1	<ul style="list-style-type: none"> Deck
10:55 (20 min)	3. DPM Governance Model – Definition Phase	Discussion	S. Cardinal	DG Forum – Sept 1	<ul style="list-style-type: none"> Deck
DPM Phase I & II					
11:15 (15 min)	4. Gartner Perspective: IRCC Disaster Recovery Project	Information		DG Forum – Aug 18	<ul style="list-style-type: none"> Deck
11:30 (5 min)	5. GCMS Disaster Recovery Update	Information	R. Bishop	-	<ul style="list-style-type: none"> Verbal Update
11:35 (20 min)	6. Digital Journey Labs Updates (Standing Item)	Information	R. Bishop C. Iaturo	DG Forum – Sept 1	<ul style="list-style-type: none"> Deck
11:55 (5 min)	Closing Remarks	-	R. Lorello S. McDonald	-	-
Annex					
-	Digital Transformation Programme Board Terms of Reference	Information	-	-	<ul style="list-style-type: none"> EN TOR FR TOR



Committee Members	Replacements	Guests
Rina Lorello (Co-Chair) Samantha McDonald (Co-Chair) Daniel Mills Hughes St-Pierre Holly Flowers Code Soyoung Park Catherine Scott (Absent) Blair Haddock Caroline Fobes Murray Jones (Absent) Julie Chassé (Absent) Maxine Ifill Ralph Bishop Umit Kiziltan Omar Najm (Absent) Marie-Josée Dorion Ex-officio Simon Cardinal Martin Rubenstein Virginie Mongeon	Alec Attfield Jaime Johnston Yvonne Morkos Nancy Violette-Fehr	2.0 Vision for a Digital Managed Migration System: Update & Next Steps Patrick McEvenue, Director, Strategic Policy and Planning (Presenter) 3.0 DPM Governance Model – Definition Phase Cal Piche, Director, Integrated Corporate Business (Observer) 4.0 Gartner Perspective: IRCC Disaster Recovery Project Gartner (Presenter) Gartner (Presenter) Gartner (Presenter) Corporate Governance / Transformation Branch Sarah Michaud (Absent) / Robyn Lemire Meghan Ghadaksaz (Record of Decision) Connie Iatauro Derek Kunsken

Digital Transformation Programme Board

RECORD OF DECISIONS

Conseil du programme de transformation numérique

COMPTE RENDU DES DÉCISIONS

September 17, 2021
 10:00 a.m. – 12:00 p.m.
 MS Teams

Agenda Item	Presenter(s)
Opening Remarks	R. Lorello S. McDonald
<ul style="list-style-type: none"> The Record of Decision from the June 18, 2021 DTPB meeting was endorsed as presented. 	
Operational Governance Reporting	B. Haddock
<ul style="list-style-type: none"> The Director General (DG) Committee Feeders reporting document was presented by the co-chair of the DG committee. <ul style="list-style-type: none"> Digital Transformation DG Consultative Forum – August 18, 2021, September 1, 2021 and September 15, 2021. 	
1. Transformation Assurance Strategy	M. Rubenstein
Purpose: To present the Oversight and Assurance Strategy, timelines and next steps. It is expected that the strategy be implemented during the Digital Platform Modernization (DPM) Definition phase.	
Discussion Items <ul style="list-style-type: none"> Members were supportive of the Assurance Strategy and agreed it is a useful tool to provide assurance & assist in robust decision-making. It was noted that a lot of the framework was IT focused and IT controlled whereas the business focus should be more upfront and center; DPM is not just about technology and going digital, it is the business of the Department. The Business Benefits Framework that had been previously created could be used as a reference document. Clarity is needed around the funding authority and milestone-funding. An independent check on benefits realization is required, as internal controls may not guarantee the department is achieving what is meant to be achieved. Operationally defining the accountabilities of governance, oversight and assurance responsibilities will need to be developed with Treasury Board Secretariat (TBS) to avoid duplication. The TBS is publishing a Playbook in October to provide more clarity on their expectations, but it is important to remember that it is still a work in progress. 	
Decisions & Action Items <ul style="list-style-type: none"> The item will proceed as a full presentation to the Transformation Committee (TransCom). 	Timelines <ul style="list-style-type: none"> September 24, 2021
2. Vision for a Digital Managed Migration System: Update & Next Steps	S. McDonald P. McEvenue
Purpose: Discuss the Vision, Outcomes, and Capabilities for Digital Platform Modernization (DPM) as they are being 're-baselined', in preparation for DPM Phase 3.	
Discussion Items <ul style="list-style-type: none"> The current DPM model needs to be challenged, assessed critically, and re-designed as it is limiting, and not sufficient to frame where the departments wants to go; DPM is not just about the IT and digital world. Data needs to be properly positioned as a necessary mediating layer between 	

<p>IT/Digital and the envisioned business outcomes/capabilities.</p> <ul style="list-style-type: none"> ○ A challenge function was suggested and supported, but it's important for now to manage expectations as there is currently no funding for the work; once resources and capacity is acquired, the challenge group could commence. • Staff engagement should be done as soon as possible to show how DPM aligns and relates to the work being done. 	
<p>Decisions & Action Items</p> <ul style="list-style-type: none"> • The item will proceed as a full presentation to TransCom. 	<p>Timelines</p> <ul style="list-style-type: none"> • September 24, 2021
<p>3. DPM Governance Model – Definition Phase</p>	<p>S. Cardinal</p>
<p>Purpose: Discuss the proposed revisions to the governance structure model to better support the Definition Phase for the Digital Platform Modernization (DPM).</p>	
<p>Discussion Items:</p> <ul style="list-style-type: none"> • Members appreciated the work that has gone into the presentation and the revisions to the governance structure to support the definition phase, but agreed that further work is needed. • Having clearly stated accountabilities, decision making capabilities, and the right membership (balance between not enough people and too many people) will be paramount to the success of DPM governance. • Further work is needed on external Governance, and it was suggested to involve external partners as soon as possible. • Given the direction received that DPM should be a departmental approach, and the many committees already established, it was questioned why the current decision making bodies (Executive Committee, Corporate and Finance Committee, and Issues Management Committee) could not be utilized or consolidated. • It will be important to define the role of the Enterprise Projects and Programme Management Branch and determine how best to leverage their expertise. 	
<p>Decisions & Action Items</p> <ul style="list-style-type: none"> • It was recommended that further work be put into the structure to incorporate comments from members. It will not proceed to TransCom on September 24, • Once updated, the item is to be scheduled at an ad hoc TransCom or the new DM/DMA Transformation Touch Point meeting. 	<p>Timelines</p>
<p>4. Gartner Perspective: IRCC Disaster Recovery Project</p>	
<p>Purpose: Gartner has been engaged to provide ongoing value assurance benchmarking services to support the Disaster Recovery (DR) project in successfully executing the project to deliver the intended benefits.</p>	
<p>Discussion Items</p> <ul style="list-style-type: none"> • Although October 5, 2021 is the "go-live" date, it needs to be made clear that there will be additional connectivity phases that will require extra funding. • IRCC's role in mitigation needs to be understood leading up to October 5 as well as after. 	

Committee Members	Replacements	Guests
Rina Lorello (Co-Chair)		2.0 Vision for a Digital Managed Migration System: Update & Next Steps
Samantha McDonald (Co-Chair)		Patrick McEvenue, Director, Strategic Policy and Planning (Presenter)
Daniel Mills		
Hughes St-Pierre		
Holly Flowers Code		
Soyoung Park		3.0 DPM Governance Model – Definition Phase
Catherine Scott (Absent)	Alec Attfield	Cal Piche, Director, Integrated Corporate Business (Observer)
Blair Haddock		
Caroline Fobes		
Murray Jones (Absent)	Jaime Johnston	
Julie Chassé (Absent)	Yvonne Morkos	4.0 Gartner Perspective: IRCC Disaster Recovery Project
Maxine Ifill		Gartner (Presenter)
Ralph Bishop		Gartner (Presenter)
Umit Kiziltan		Gartner (Presenter)
Omar Najm (Absent)	Nancy Violette-Fehr	
Marie-Josée Dorion		Corporate Governance / Transformation Branch
		Sarah Michaud (Absent) / Robyn Lemire
		Meghan Ghadaksaz (Record of Decision)
		Connie Iatauro
Ex-officio		
Simon Cardinal		

Martin Rubenstein Virginie Mongeon		Derek Kunsken
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Digital Transformation Programme Board

AGENDA



Conseil du Programme de transformation digitale

ORDRE DU JOUR

December 3, 2021
 2:00 p.m. – 3:30 p.m.
 Microsoft Teams

Time	Items	Purpose	Presenters	Appearances	Documents
2:00 (5 min)	Opening Remarks	-	R. Lorello	-	<ul style="list-style-type: none"> RoD 2021-09-17
Debrief <i>(Please provide key highlights only.)</i>					
2:05 (5 min)	DG Committee Feeder Reporting	Information	B. Haddock	DG Forum – Oct 13, Oct 27, Nov 24	<ul style="list-style-type: none"> Report
Presentations <i>(Please limit presentations to 10 minutes to provide members with time for discussion.)</i>					
2:10 (30 min)	1. DPM III – Request for Information (RFI)	Discussion	A. MacDougall	TransCom – Dec 13	<ul style="list-style-type: none"> Deck RFI
2:40 (20 min)	2. Update on the Citizenship e-App Scaling	Discussion	R. Bishop M. Ifill	DG Forum – Oct 13 TransCom – Dec 13	<ul style="list-style-type: none"> Deck
Updates					
3:00 (5 min)	3. DPM I and II CR Decisions	Information	N. Violette-Fehr	TransCom – Dec 13	<ul style="list-style-type: none"> Placemat
3:05 (5 min)	4. GCMS Release 26	Information	J. Bernard Tessier	TransCom – Dec 13	<ul style="list-style-type: none"> Verbal Update
3:10 (5 min)	5. GCMS Disaster Recovery	Information	N. Violette-Fehr	TransCom – Dec 13	<ul style="list-style-type: none"> Placemat
3:15 (10 min)	6. Digital Journey Labs Updates	Information	R. Bishop C. Iatauro	DG Forum – Nov 24 TransCom – Dec 13	<ul style="list-style-type: none"> 1-pager
3:25 (5 min)	Closing Remarks	-	R. Lorello	-	-



Committee Members	Replacements	Guests
Rina Lorello (Co-Chair) Jason Choueiri (Absent) Daniel Mills (Absent) Hughes St-Pierre Holly Flowers Code (Absent) Soyoung Park Catherine Scott Blair Haddock Caroline Fobes Murray Jones (Absent) Julie Chassé Maxine Ifill Ralph Bishop Umit Kiziltan Nancy Violette-Fehr Marie-Josée Dorion (Absent) Ex-officio Cal Piché Martin Rubenstein (Absent) Virginie Mongeon	Pemi Gill Debbie Lagace Jon Greer Sylvain Beauchamp	Guests Alanna MacDougall, Director General, Program Design Authority, Modernization (Observer) Patrick McEvenue, Director General, SPP Sector Lead to Support DPM Phase III (Observer) 1.0 DPM III – Request for Information (RFI) Alanna MacDougall, Director General, Program Design Authority, Modernization (Presenter) Claude Bazinet, Director, a/Digital Strategy (Observer) 4.0 GCMS Release 26 Jean Bernard Tessier, Director General, IT Operations (Presenter) Corporate Governance / Transformation Branch Sarah Michaud Meghan Ghadaksaz (Record of Decision) Connie Iatauro

Digital Transformation Programme Board

RECORD OF DECISIONS

Conseil du programme de transformation numérique

COMPTE RENDU DES DÉCISIONS

December 3, 2021
 2:00 p.m. – 3:30 p.m.
 Microsoft Teams

Agenda Item	Presenter(s)
Opening Remarks	R. Lorello
<ul style="list-style-type: none"> The Record of Decision from the September 17, 2021 DTPB meeting was endorsed as presented. 	
Operational Governance Reporting	B. Haddock
The Director General (DG) Committee Feeders reporting document was presented by the co-chair of the DG committee.	
<ul style="list-style-type: none"> Digital Transformation DG Consultative Forum – October 13, 2021, October 27, 2021 and November 24, 2021. <ul style="list-style-type: none"> Digital Platform Modernization Cloud should be added to a future DTPB agenda. 	
1. Update on the Citizenship electronic application (e-App) Scaling	R. Bishop M. Ifill
Purpose: Provide an update on the scaling of the digital citizenship application and the impacts on the operations area, as well as an overview of upcoming developments planned by the Digital Lab.	
Discussion Items <ul style="list-style-type: none"> The work and progress that has gone into the file was applauded by members; Citizenship was the right line of business to choose for this project. Knowing and measuring the full extent of how the project has impacted the operations, once in place for a longer period, will be beneficial, as well as aid to forecast further benefits to application processing. A cost and benefit analysis should be done to ensure the ongoing maintenance costs of the project are worth the intended progress. 	
2. Digital Platform Modernization Phase III (DPM III) – Request for Information (RFI)	A. MacDougall
Purpose: To discuss the following: the procurement Approach for DPM III; the Industry Engagement Objectives and Key Activities; the objectives and structure of the RFI; and the information sought from industry.	
Discussion Items <ul style="list-style-type: none"> Members were supportive of the important work and collaboration that has gone into the DPM III RFI. IRCC is working closely with other departments and security partners to collaborate on lessons learned, good practices, and a public services lens. 	
Decisions & Action Items	Timelines
<ul style="list-style-type: none"> Return to DTPB to discuss the learnings from Industry Day. 	<ul style="list-style-type: none"> February 2022
3. Digital Platform Modernization (DPM) Phase I and II Change Request (CR) Decisions	N. Violette-Fehr
Purpose: To provide an update on the DPM I and II CR Decisions.	
Discussion Items <ul style="list-style-type: none"> DPM I has been closed and the CRs have been approved and endorsed by the Deputy Minister Core Services Committee and Treasury Board Secretariat. A letter is in process to proceed with DPM II activities and funding. 	
4. GCMS Disaster Recovery (DR)	N. Violette-Fehr
Purpose: To provide an update on GCMS DR.	

Discussion Items <ul style="list-style-type: none"> February 2022 will be a major GCMS DR test as there is a full outage planned. The intention is to have the majority of the project closed out by March 2022 so that there will not be a requirement for financial planning beyond that date; assessments will be done at P9 to confirm. 	
5. GCMS Release 26	J. Bernard Tessier
Purpose: To provide a verbal update on the completed GCMS Release 26.	
Discussion Items <ul style="list-style-type: none"> The first IRCC GCMS Release in the new Barrie data centre was a success. Release 27 is expected for the end of March 2022. 	
6. Digital Journey Labs Updates	R. Bishop
Purpose: To provide an update on the Digital Journey Labs (DJL).	
Discussion Items <ul style="list-style-type: none"> There is support for the small scale approaches, but a strong governance needs to be in place when projects go beyond pilots and into full scale functionality. This forum should be used to document decisions. Involving Communications is important when dealing with how automated decision-making is being perceived by the public. From a legal perspective, decision makers could benefit from further training, especially in terms of correct language on refusal letters. Accessible language would be beneficial when addressing the public and gaining trust for DPM. 	
Decisions & Action Items <ul style="list-style-type: none"> Frame the DJL to demonstrate the following: <ul style="list-style-type: none"> How all the pieces fit together and progress towards a common goal; How the labs should be prioritized; How it all connects to DPM III; and How the current work will help drive future projects. 	Timelines <ul style="list-style-type: none"> TBD

Committee Members	Replacements	Guests
Rina Lorello (Co-Chair) Jason Choueiri Daniel Mills (Absent) Hughes St-Pierre Holly Flowers Code (Absent) Soyoung Park Catherine Scott Blair Haddock Caroline Fobes Murray Jones (Absent) Julie Chassé Maxine Ifill Ralph Bishop Umit Kiziltan Nancy Violette-Fehr Marie-Josée Dorion (Absent)	Pemi Gill Debbie Lagace Jon Greer Sylvain Beauchamp	Alanna MacDougall, Director General, Program Design Authority, Modernization (Observer) Patrick McEvenue, Director General, SPP Sector Lead to Support DPM Phase III (Observer) 1.0 DPM III – Request for Information (RFI) Alanna MacDougall, Director General, Program Design Authority, Modernization (Presenter) Claude Bazinet, Director, a/Digital Strategy (Observer) 4.0 GCMS Release 26 Jean Bernard Tessier, Director General, IT Operations (Presenter) Corporate Governance / Transformation Branch Sarah Michaud Meghan Ghadaksaz (Record of Decision) Connie Iatauro (Absent)
Ex-officio		

Cal Piché (Absent) Martin Rubenstein (Absent) Virginie Mongeon		
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TERMS OF REFERENCE

DIGITAL TRANSFORMATION PROGRAMME BOARD



MANDATE

The Digital Transformation Programme Board (DTPB) is responsible for implementing the five-year IRCC transformation roadmap. The committee, chaired at the Assistant Deputy Minister's level, is a forum for robust discussion and decision-making at the senior management level focusing on monitoring the transformation and Digital Platform Modernization (DPM) roadmaps and other transformation initiatives.

RESPONSIBILITIES

- Implementing the five-year transformation roadmap and reporting focuses on new technologies and business transformations in consultation with key corporate enablers.
- Approving transformation methodologies, frameworks and standards.
- Providing guidance and direction to service transformation initiatives, ensuring their alignment to the service strategy and the enterprise architecture of the Department, including IM/IT priorities.
- Providing guidance and direction to the Digital Platform Modernization roadmap and implementation initiatives.

DECISION-MAKING AUTHORITY

As a sub-committee of the Transformation Committee (TransCom), DTPB acts as a delegated decision-making authority. Inconclusive decisions will be discussed at the Corporate Governance-level (TransCom).

SUB-COMMITTEES

To ensure proper consultations at all levels, key DGs must be consulted prior to items proceeding to DTPB (e.g., DG-level committee - not limited to the list below, bilats, memos, etc.).

The following Director General (DG) committee feeder reports to DTPB:

- Digital Transformation Programme Team
- Departmental Enterprise Architecture Board (DEAB)

A high-level debrief of the DG committee meeting is to be provided to Corporate Governance Unit (CGU), within two-days following their meeting, and will be presented by the respective committee Chair(s) at DTPB.

FREQUENCY OF MEETINGS

DTPB will meet every six-weeks; meetings will generally be held for a duration of two hours with the possibility of extension as required by the agenda. DTPB meetings will be held the week before TransCom.

Ad hoc meetings will be scheduled as needed.

ADMINISTRATION

Membership

Co-chairs

Assistant Deputy Minister, Transformation and Digital Solutions / Chief Information Officer (CIO)

Assistant Deputy Minister, Modernization

Members

Senior Assistant Deputy Minister, Operations

Assistant Deputy Minister, Corporate Services

Assistant Deputy Minister, Finance, Security and Administration / Chief Financial Officer (CFO)

Assistant Deputy Minister, Vaccine Credentials

Assistant Deputy Minister, Strategic and Program Policy

Director General, Transformation

Director General, Citizenship & Passport Program

Director General, Chief Data Officer

Director General, Digital Strategy

Director General, Financial Strategy / Deputy Chief Financial Officer (DCFO)

Director General, Operational Planning & Performance

Director General, Ops Sector Lead to Support DPM Phase III

Director General, Communications

Executive Director and Senior General Counsel

Ex-officio

Director General, Integrated Corporate Business

Director General, Chief Audit Executive

Executive Director, Enterprise Change Management

Observers / Guests

Director, Transformation Engagement and Sustainability

Executive Director, Digital Investment Oversight Division, Office of the Chief Information Officer, Treasury Board Secretariat

CGU has been granted authority to deal with guest/observer requests, including:

- Interdependencies, subject matter experts and/or key analysts;
- New executives and new senior policy advisors from each sector, as well as nominees from the Professional Development Network (PDN) and Middle Manager (MM) Network.

Committee Advisor

Corporate Governance Unit Representative

The effective size of a committee has been set at 8-14 members ensuring all sectors are represented. The chair must be in agreement of any membership changes. New changes will be brought to ADM Tactics for final endorsement. Adding a new member will require the removal of an existing member (one for one rule) within the respective sector.

Attendance

When a co-chair is absent priority is given to an alternate ADM, not necessarily of the respective sector, as they need to report to TransCom. DG actors will be the last resort.

When a member is absent, priority will be given to another DG of the respective sector - actors will be the last resort. Other substitutes must be approved by the chair.

Ex-officio members will not require a replacement.

In-person meetings

Presenters/observers are to arrive 30 minutes prior to their scheduled presentation and wait outside the boardroom for a representative to invite them in. Observers are not to sit at the table unless asked by the chair.

Presenters/observers are asked to leave the boardroom following their item.

Virtual Meetings

When meetings are held through virtual means the following rules apply:

- All participants are encouraged to turn their video camera on.
- All microphones should be muted unless speaking.
- Presenters/observers are asked to join the virtual meeting only when an e-mail from the designated inbox has been received and promptly exit both the meeting and chat after the item has ended.

Quorum

A minimum of 50 percent of members must be present to make the decisions valid. ~~Final decisions will be made collectively by the chair and the Assistant Deputy Minister, Operations and the Associate Assistant Deputy Minister, Strategic and Program Policy.~~ Final decision will be made by the co-chairs should members not reach an agreement.

Secretariat Support

Coordination support for the DTPB is provided by CGU including: work planning, issue identification, forward agenda, reporting tools, quality control, meeting coordination, hospitality and agenda management.

Pre-briefs with the chair take place 2 days prior to the meeting.

Meeting Material and Presentation

Both official languages must be used in meeting material (preferably a combination of French and English text within one document) and when presenting.

ADMO leads will provide the necessary meeting material to CGU, three days prior to the scheduled presentation. Lateness of material, will result in a note being added to the agenda. If materials are not submitted within 24 hours of the meeting the item may be pulled and/or the meeting cancelled.

The OneNote binder will only be shared once all materials have been received.

Once the binders are delivered, the books are closed. Only under special circumstances will material be retrieved or table dropped.

Presentations are to be no longer than 10 minutes to leave time for discussion.

Evaluation

The Terms of Reference will be reviewed on an annual basis.